

NOTICE OF MEETING

CABINET

Tuesday, 17th January, 2023, 6.30 pm - George Meehan House, 294 High Road, Wood Green, N22 8JZ (watch the live meeting [here](#), watch the recording [here](#))

Councillors: Peray Ahmet (Chair), Mike Hakata, Zena Brabazon, Dana Carlin, Seema Chandwani, Lucia das Neves, Julie Davies, Ruth Gordon, Adam Jogee and Sarah Williams

Quorum: 4

1. **FILMING AT MEETINGS**

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. **APOLOGIES**

To receive any apologies for absence.

3. **URGENT BUSINESS**

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 16 below. New items of exempt business will be dealt with at Item 19 below).

4. DECLARATIONS OF INTEREST

A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A Member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

On occasions part of the Cabinet meeting will be held in private and will not be open to the public if an item is being considered that is likely to lead to the disclosure of exempt or confidential information. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the "Regulations"), members of the public can make representations about why that part of the meeting should be open to the public.

This agenda contains exempt items as set out at Item 17: Exclusion of the Press and Public. No representations with regard to these have been received.

This is the formal five clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.

6. MINUTES (PAGES 1 - 20)

To confirm and sign the minutes of the meeting held on 6th of December 2022 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

8. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE

For Cabinet to note (if any).

9. ADOPTION OF THE CORPORATE DELIVERY PLAN (PAGES 21 - 122)

Report of the Director for Culture, Strategy and Engagement. To be introduced by the Leader of the Council.

This report introduces Haringey Council's Corporate Delivery Plan for 2022-24. The aim of this plan is to set out what the council will deliver up to April 2024.

10. COUNCIL HOUSE ENERGY ACTION PLAN (PAGES 123 - 166)

Report of the Director for Placemaking and Housing. To be introduced by the Cabinet Member for Housing Services, Private Renters and Planning.

The Council Housing Energy Action Plan sets out the Council's strategy for retrofitting its social housing stock, with detailed targets and outcomes for the period 2023 to 2028.

11. EXTENSION TO HARINGEY'S STREET LIGHTING WORKS CONTRACT (PAGES 167 - 172)

[Report of the Director for Environment and Neighbourhoods. To be introduced by the Cabinet Member for Tackling Inequality and Resident Services.

The contract is due to expire at the end of September 2023, provision was included for a possible two year extensions to the current contract. Cabinet approval is sought to for a two year extension of this contract.

12. BRUCE GROVE PUBLIC CONVENIENCES REFURBISHMENT WORKS (PAGES 173 - 182)

Report of the Director for Placemaking and Housing. To be introduced by the Cabinet Member for Council Housebuilding, Placemaking, and Development.

Cabinet approval to vary the works contract for Lilstone Ltd for the Bruce Grove Public Conveniences.

13. DECENTRALISED ENERGY NETWORK PROGRAMME DECISION TO START DESIGN AND BUILD (D&B) PROCUREMENT - NON KEY (PAGES 183 - 194)

Report of the Director for Placemaking and Housing. To be introduced by the Cabinet Member for Climate Action, Environment, and Transport and Deputy Leader of the Council.

This report requests approval to commence procurement for Design and Build (D&B) contracts for the Council's Decentralised Energy Network (DEN) programme.

14. MINUTES OF OTHER BODIES (PAGES 195 - 224)

To note the minutes of the following:

Cabinet Member Signing

28 November 2022

28 November 2022

1 December 2022

1 December 2022 – 4pm

7 December 2022

15 December 2022 9am

15 December 2022 10am

15. SIGNIFICANT AND DELEGATED ACTIONS

To note the delegated decisions taken by Directors.

16. NEW ITEMS OF URGENT BUSINESS

As per item 3.

17. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Democratic Services and Scrutiny Manager

Item 18 allows for consideration of exempt information in relation to items 13.

TO RESOLVE

That the press and public be excluded from the remainder of the meeting as items 18 to 19 contain exempt information as defined under paragraphs 3 and 5, Part 1, Schedule 12A of the Local Government Act 1972:

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

18. DECENTRALISED ENERGY NETWORK PROGRAMME DECISION TO START DESIGN AND BUILD (D&B) PROCUREMENT - NON KEY - EXEMPT (PAGES 225 - 228)

As per item 13.

19. NEW ITEMS OF EXEMPT URGENT BUSINESS

As per item 3.

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George Meehan House, 294 High Road, Wood Green, N22 8JZ

Monday, 09 January 2023

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MINUTES OF MEETING Cabinet HELD ON Tuesday, 6th December, 2022, 6.30- 7.50pm

PRESENT:

Councillors: Peray Ahmet (Chair), Mike Hakata, Zena Brabazon, Dana Carlin, Seema Chandwani, Lucia das Neves, Julie Davies, Ruth Gordon, Adam Jogee and Sarah Williams

ALSO ATTENDING ONLINE Cllr Connor and Cllr Brennan

1. FILMING AT MEETINGS

The Chair referred to the notice of filming at meetings and attendees noted this information.

2. APOLOGIES

There were no apologies for absence.

3. URGENT BUSINESS

There were no items of urgent business.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

There were no representations received on the exempt items.

6. MINUTES

RESOLVED

To confirm and sign the minutes of the meetings held on 8 November 2022 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

Mr Noah Tucker was invited to make his representations to the Cabinet on the submitted deputation which was calling for Council Homes at Council Rents. He highlighted the following in his presentation.

- Abrogation by the majority party of a key part in its manifesto, which was to build 3000 high quality Council homes at Council rents. He emphasised that the manifesto did not mention London Affordable Rent but specifically said Council rents.
- There had not been wider discussion or consultation with the community or information provided on how the position on London Affordable Rents had been reached and only confirmation provided at a Housing Scrutiny meeting that there would be 870 homes provided on London Affordable Rents and not on Council rents.
- Significant difference in the rate between London Affordable Rents and Council rent of between £30 and £35 pounds a week which was highlighted for one particular development.

In the deputation's view, the increased funding provided from London Affordable Rent formula would provide £600k income to the Housing Revenue Account and this needed to be considered in the context of its impact on poorer families who were already finding the cost-of-living crisis hard to bear. In the deputation's view, the Council could afford to not pass on this increased rent cost given the GLA overall grant provision of £247 million.

The deputation concluded by asking the Cabinet to reconsider this change and to set out the alternatives that had been considered before proposing this change.

There were no questions from the Cabinet to the deputation party and Cllr Gordon, Cabinet Member for Housebuilding, Placemaking, and Development responded to the deputation, expressing that the administration was committed to delivering 3000 Council homes by 2031 and was working everyday to make this commitment real. She continued to outline the following:

- Recent Planning Sub Committee agreement of the Planning application for the Broadwater Farm scheme and to the Woodridings scheme, on the 5th of December, which would mean 327 new Council homes would be built. This further demonstrated the Council's commitment to reach 3000 homes target.
- Considering the national financial situation and impact on the Housing Revenue Account, in particular the huge increase in construction costs and negative impact the September Mini Budget had had on interest charges, contributing in a viability issue for the housing delivery programme.
- Apart from putting the housing delivery programme on hold which would not be in keeping with the commitment on increasing housing, there was a need to have some schemes with London Affordable Rent to enable viability and delivery of 3000 Council homes by 2031.
- Homes at London Affordable Rents were Council homes and would be provided to people on the Council's housing register. The homes were funded by the Mayor of London's Building Council homes for Londoners.
- There were only 870 homes in London Affordable rents and this could be the difference between delivery or non -delivery of homes.

The Cabinet Member continued to explain that as part of the 2021-26 GLA Affordable Homes Programme, the Council had obtained £120.1 million in funding for homes and in the GLA's BCHFL funding pot for 2016 to 2023, and has been awarded up to £127.5 million in grant funding for new homes in the GLA 2021 to 2026 programme. This consistent success in funding was an indication that the GLA had confidence in the Council's ability to deliver housing. The Cabinet noted that it was imperative to maintain this and not put the housing delivery programme on hold.

The Cabinet Member concluded that the Council could not move from one funding pot to another to obtain a slightly lower rent funding formula. It was explained that if the Council did not spend that funding, then it had to be returned to GLA and in turn the government. The Council had already taken significant steps in its housing delivery programme and could not delay this and would need to continue to make tangible steps to deliver the much-needed housing.

The deputation party were thanked for making their representations.

The Cabinet continued to consider public questions, received in accordance with Committee Standing Order 29, from Victoria Ward and Karen Cartwright on the Low Traffic Neighbourhoods. The following questions and responses from the Deputy Leader and Cabinet Member for Climate Action, Environment, and Transport were provided.

Question 1

The questioner contended that Councillor Mike Hakata had publicly said that objections raised in the first 3 months of the LTNs would be ignored and asked the Council to confirm that they will be extending the objection period for 3 months, thereby giving the residents and businesses the full 6 months they were entitled to.

Response

The Cabinet Member emphasised that debate and challenge were welcomed and was noted that no objections would be ignored at any time. Formal objections could be made in the first six months of an experimental traffic order (which is the legal form that LTNs have to take) - and it was a legal requirement that formal objections can only be made in the first six months. The Council would look at all objections, supporting statements and feedback. There would be both qualitative and quantitative data gathered and compiled by an independent consultant on the LTN trials and a report published on the findings.

Question 2

The questioner highlighted an article in Haringey Community Press sharing that the LTN fines were in the budget for the next 5 years and asked the Cabinet how it would convince people that the LTNs were just trials and that the Council did not just have their hand in people's pockets to fix the budget deficit?

Response

It was noted that any money that comes into the Council from LTN fines was ringfenced and had to be reinvested in transport and making borough roads safer. The Council had to put a formal projection into the Council's budget saying what it

estimated the revenue from fines to be. This was the same for any fines that the Council might have to give out. But the Council were not relying on those fines and did not want people to incur them. The Council wanted to get to the point very quickly where no one was getting a fine.

The Cabinet Member continued to refer to the Cabinet budget report published online which advised that the main components of the Environment and Neighbourhoods Directorate's budget proposals related to parking and highways and were based on current policy of implementing LTNs. The report noted that the Council were committed to reviewing the operation of LTN schemes and if changes were made as part of the process, these projections would be adjusted to reflect that.

Question 3

The Questioner asked what was the legal basis for this local LTN scheme that in her view was basically is a violation of our human and civil rights to freedom of movement .She continued to ask how can you legally barricade and ban driving down though roads when it makes congestion and traffic worse in other residential areas affecting thousands of people.

Response

The Cabinet Member explained that the legal basis for an LTN was an experimental traffic order.

Question 4

The Questioner advised that Haringey Bounds Green LTN was being called a trial, extended to 18 months. She asked what kind of data were the Council collecting and what does the data need to reflect in order for this project to be declared a success or a catastrophic failure, which it appears to currently be.

Response

The Cabinet Member advised that the Council had implemented a comprehensive data collection, including quantitative and qualitative data . It was explained that qualitative data would be all the feedback received over the course of the trial and all of this information would be taken on board and looked at. It was noted that some of that information was already being fed in to understand where the Council may need to be tweaking the scheme on an ongoing basis. Therefore, some of this data collection had real practical implications.

There was a network of Vivacity smart cameras that were taking 24/7 data collection around the borough and there were air quality monitors located across the borough, in and around LTN areas. Some of them were in areas where there was no LTN. There would also be automatic traffic counters, counting each and every car at 6 months and 12 months. All this information would be fed into the first data collection report at six months report. Subsequently, all that data would be crunched and collated again by an independent consultant, also at 12 months. This would then form the basis of any kind of arguments towards what changes need to be made. It was explained that six months was an important point, because this generally is the time it takes to understand if the trial is working or not working at all. If the latter then there will be some serious questions about a review. However, if the Council were seeing positive

impacts, which it fully expected to, would then produce another report in 12 months' time. These reports would be publicly available and open to the public scrutiny.

Question 5

The Questioner asked that as Haringey is already in an ultra-low emission zone already, why were local LTNs necessary. She said, please explain as it seems to indicate that ULEZs are not working.

Response

The Cabinet Member advised that Ultra Low Emission Zone was one way to reduce air pollution. He explained that as most cars were ULEZ-compliant, only a few high-polluting cars were restricted by ULEZ. He expressed that cars still pollute and collectively contributed to London's smog which was consistently above safe levels and was affecting the health and life expectancy of all London residents. An estimated 4,000 deaths were caused by air pollution in London each year.

Question 6

The Question asked that for the sake of transparency, tell us please what these LTNs are really about? They make no sense when related to improving climate safety or happiness or in the reduction of co2 emissions.

Response

The Cabinet Member responded that the LTNs were responding to the climate change agenda and the need to significantly reduce carbon emissions. They were also about making borough roads safer, making them less congested in the long run, and cutting air pollution and reducing accidents.

Question 7

The Questioner asked why has a local Council agreed to carry out a global agenda on a local level that is the directive of a non-elected Govt affiliated organisation - the World Economic Forum - called Agenda 30 - and why has there been no public consultation on this Agenda 30 that will detrimentally affect everybody's lives and rights to live and work in the borough and their freedom of movement?

Response

The Cabinet Member advised that the administration had introduced LTNs as a way to reduce traffic and make roads safer, less congested and less polluted. He advised that the World Economic Forum think that they are a good idea too. He advised that lots of London boroughs and cities cross the world have LTNs. They all have the same shared problem that comes from busy cities, and expressed that London is the most congested city in the world. He expressed the need to encourage more people out of their cars and into buses, tubes, trains, trams, bikes as also recommended by the AA. There was a modal shift needed to deter unnecessary car journeys.

In response to supplementary questions for clarification purposes, the following was noted:

Commitment was given by the Leader that there would be a given minimum of a 6 month period to consider representations.

The Deputy Leader understood that there had been disruption in these early weeks of the LTNs and recognised that the changes were creating a lot of anxiety and worry. He acknowledged it was not easy to get around the LTN areas in busier times, in the mornings and mid-afternoon, and the administration wanted local people to be able to get around during these times. There was understanding of the disruption and it was hoped that it passed and the schemes became settled as quickly as possible.

The Cabinet Member referred to an earlier remark and explained that this was in the context made to referring to the World Economic Forum and he had wanted to convey that LTN's were actually very widespread and globally considered a good way to reduce traffic, congestion and pollution. He added that even an organisation such as the AA were promoting similar ways to get around busy town centres.

8. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE

The Chair advised that the scrutiny report on the Gambling Inquiry Day and the Scrutiny Panel Review on Sheltered Housing: Access to Health and Social Care Services as part of items 9 and 10.

9. CABINET RESPONSE TO THE GAMBLING INQUIRY DAY

Cllr Connor, Chair of the Adults and Health Scrutiny Panel, introduced the Scrutiny report on the Gambling Inquiry Day and thanked fellow members, Co-opted members, and all of those who participated in this work.

Cllr Connor continued to provide a background to the report and recommendations. She outlined that at a meeting of the Overview & Scrutiny Committee, in July 2021, when the Council's draft Statement on Gambling Policy was considered, attracting a deputation from local residents expressing concerns about the proliferation of gambling establishments in Haringey and their negative impact on residents living in deprivation areas. The Licensing Team leader had explained that the legislation limited the ability of local authorities to refuse licenses simply on this basis. It was reported that Westminster City Council had undertaken their own research on gambling harms and that evidence gathered from this research was subsequently used as grounds to refuse a licensing application. The Overview and Scrutiny Committee agreed to look into this key local issue and subsequently took forward an Inquiry Day into Gambling held in March 2022. The purpose of the Inquiry Day was to gather evidence on gambling-related harms in Haringey and explore what action could be taken to address this. This had led to the recommendations outlined in the report.

Information was sought from Cabinet on: the progress with a date for taking forward the gambling summit, whether the local residents involved in raising this issue could be invited to the summit, and whether a Member champion had been nominated.

Cllr das Neves Cabinet Member for Health, Social Care and Wellbeing introduced the response to the recommendations and thanked the Overview and Scrutiny Committee for their work on this key local issue. She continued to outline:

- That the Cabinet recognised the prevalence of gambling establishments on borough high streets and the growth of online gambling which also needed to be considered.
- Council offering training on gambling harms to Council officers and had reviewed the offer of Council support available to those experiencing gambling harm in the borough to improve this.
- Council were working with Gamcare and their partners Gamble Aware to develop a funding bid around both increasing the support.
- Aim to improve the quality of data, knowledge, and awareness that is available to the Council in order to increase the response to gambling harm in the borough.
- There would be a Gambling summit in January 2023 and local residents involved in the inquiry day were welcome to attend and participate.
- Progress being made to recruit a gambling harms champion.

RESOLVED

1. To agree to seek an external funding source for additional local research on gambling harms.
2. To agree to greater use of education/prevention on gambling in Council activities.
3. To agree to the establishment of a Councillor as a 'Gambling Harms Prevention Champion' to lead any lobbying activity aimed at the government on this issue, and that no special responsibility allowance shall apply to that role.
4. To agree to note that the functions of the Licensing Authority shall continue to operate in accordance with provisions of the applicable legislation, Codes of Practice and Guidance as well as the Council's policies pertaining to Licensing and Gambling.

Reasons for decision

The recommendations in the Overview and Scrutiny Report are aligned with the public health team led campaign that is underway.

Alternative options considered

The Cabinet Member for Health, Social Care & Wellbeing could decide not to take account of the findings from the Overview and Scrutiny Committee report; however, the findings confirm the campaign approach taken by the Public Health team.

10. CABINET RESPONSE TO SCRUTINY PANEL REVIEW ON SHELTERED HOUSING: ACCESS TO HEALTH AND SOCIAL CARE SERVICES

Cllr Connor, Chair of the Adults and Health Scrutiny Panel, introduced the Scrutiny Review on Sheltered Housing: Access to Health and Social Care Services. It was stated that a number of people living in sheltered housing could feel forgotten, particularly if action was not taken on complaints. It was highlighted that the access of

these residents to health and care provision and the governance around this provision was key. It was explained that the recommendations of the scrutiny review were based on the comments received from residents, families, and staff working in the sheltered housing context. Cllr Connor welcomed the planned review of sheltered housing in 2023 and asked that the Support and Wellbeing Co-production Group was included in this process.

It was noted that the Scrutiny Panel found that residents were best served by a joined up approach with Council and health services. It was asked that GPs, the Integrated Care Board (ICB), and the Barnet, Enfield, and Haringey Mental Health Trust (BEH MHT) were included in the report scheduled for 2023 and that the Scrutiny Panel was given sight of these plans. It was also noted that some older residents felt unsupported where they were now living alongside adults with sometimes complex needs; it was requested that these older people were included in the review and that a clear explanation of their engagement was provided to the Scrutiny Panel.

It was added that repairs were a key issue for sheltered housing, particularly any issues of delays. It was asked that joint working was progressed between health and housing officers to address this issue.

The Cabinet Member for Health, Social Care, and Wellbeing welcomed the scrutiny report and noted that it was proposed to agree all of the recommendations relating to Council services. It was explained that the current model in sheltered housing was due to be reviewed in 2023 and it was anticipated that this would address a number of issues raised in the report. It was also highlighted that the review would assess the offer for residents and ensure that it was locality-based approach.

It was noted that some of the recommendations related to health services and that these had been passed onto the relevant NHS partners. The Cabinet Member added that the issues would be considered by the Health and Wellbeing Board in the first instance and, if required, they could be raised at Borough Partnership and ICB level.

In response to questions from Cabinet Members, the following information was provided:

- In response to a question about the changes to health and social care regionally, the Cabinet Member explained that the Integrated Care System (ICS) was still at an early stage of development. It was noted that the ICS Borough Partnership was currently setting its priorities. It was highlighted that this was a new model that was being implemented across the country so it was difficult to assess its effectiveness; however, it was important that the ICS would enable partnership working across health and social care.
- The Director of Adults and Health confirmed that the ICS was discussing working together in neighbourhoods and focusing on localities based working. It was anticipated that the ICS would encourage and enable multi-disciplinary teams and supporting structures to work together in an integrated way. It was acknowledged that there was currently some duplication in this space and the ICS was starting to discuss how to bring developments forward, working alongside residents.

RESOLVED

1. To note the report and recommendations of the Adults and Health Scrutiny Panel (AHSP), outlined in Section 7 of this report, and the progress made on each to date.
2. To agree to the proposed response to each of the proposed recommendations as set out in Section 7 of this report.

Reasons for decision

On 17 March 2022, the Overview and Scrutiny Committee approved the report and its recommendations and agreed that it be submitted to Cabinet for response.

This report outlines the Cabinet response to the AHSP recommendations. As the report contains recommendations for health and mental health partners, their response has been sought and is incorporated into the response.

Alternative options considered

Full consideration of the recommendations has been undertaken so no alternative options have been considered.

11. PAN LONDON COMMISSIONING VEHICLE

The Cabinet Member for Children, Schools, and Families introduced the report which made a recommendation for the formation of a (PLV) Pan-London Vehicle for Commissioning which would bring local authorities together in a new jointly owned legal vehicle to plan and commission provision for London children.

The Cabinet Member highlighted the national and London wide shortage of Children's Home provision for children and young people with very high complex needs with local authorities currently facing weekly costs, per individual, ranging from £10k to £50k. London Councils had been working for several years to develop these proposals for this complex cohort which would be provided in London and would help children and young people stay local to their families.

This provision would be jointly owned by London authorities and they would share the risks and benefits.

The Cabinet Member added that the DFE were providing the £50m for establishing this provision and £3m for compiling the final business case.

London boroughs would each contribute £20k per year for the first 5 years but the benefit of this provision to children and families would far exceed the investments.

In response to questions from Cllr Hakata and Cllr Connor, the following information was provided.

- With regards to the confidence in the proposed governance arrangements: the Cabinet Member referred to appendix 1, which contained the legal structure and the membership of the vehicle. The Cabinet Member further highlighted

that this vehicle would be a company limited by guarantee, which safeguarded against the potential for insolvency. It was noted that these arrangements could further enable other provision, aimed at supporting small cohorts of particular complex vulnerable, children, and young people, to be added to this model and, overall, this public sector model was helping meet a London wide local authority need.

- That over 20 local authorities across London were currently taking a similar report through their Cabinets. The final number of local authorities opting into this agreement would be fully known at the end of the financial year. Once the sign up was complete, this would inform who was on the governing board.
- The Director for Children's Services advised that the calculated number of 20 places that would be provided at this future provision was reasonable.

Cllr Connor would be provided with a written response on weekly unit costs for secure placements.

RESOLVED

1. To agree that Haringey Council becomes a member of a not-for-profit company, limited by guarantee, provisionally to be known as the Pan London Vehicle, to develop and then oversee the running of London's secure children's home provision for a five-year period from 1st April 2023 to 31st March 2028, with a breakpoint after three years.
2. To note that by the three-year breakpoint period, the refreshed business case will have been developed as well as the service pricing structure, commissioning approach, operating model, practice model and the SCH's location will have been confirmed.
3. To note that once the PLV has launched, membership of the PLV will be at a fixed annual cost of £20K (subject to inflation adjustment), unless an alternative model for funding the PLV, that does not require annual subscription, is agreed by members during the development phase and
4. To agree to collaborate with other PLV members on future joint commissioning Programmes.
5. To commit in principle to joint oversight and risk/benefit sharing of the secure children's home provision, through the PLV, for a five-year period to 31st March 2028 (with three-year break point), that includes the build, service development and service commissioning phases; and
6. To note that the commitment in paragraph 2 shall be subject to ratification after the revision of the SCH business case; and shall be renewable on a ten yearly cycle thereafter, with breakpoint after five years.

7. To delegate authority to Director Children's Services, after consultation with the Director of Finance, the Lead Member with the relevant portfolio responsibilities, and the Council's Monitoring Officer:
8. To agree the final legal documents required to set up, join and run the PLV and enter into all the legal agreements, contracts and other documents on behalf of the Council required to implement and run any aspect of the PLV arrangements up until the three-year breakpoint period; and
9. To note that in advance of this first break point this matter shall be reported to Cabinet for its further consideration.

Reasons for decision

Children with particularly complex needs, including those who are at significant risk of causing harm to themselves or others, including risk to life, can be placed in a secure children's home when no other type of placement would keep them safe. Children placed in SCHs are likely to have experienced a number of placements that have broken down, missed a lot of education, have unmet emotional and physical health needs and have suffered a great deal of trauma in their lives. SCHs provide a safe place where these very vulnerable children can receive the care, education and support that they need. A secure children's home is a locked environment, where their liberty is restricted, and they are supported through trauma aware and psychologically informed integrated care, health and educational services.

Across London, a relatively small number of children require a secure welfare placement, which is very high-cost provision and despite their complex needs, these children are often placed the furthest from their home local authorities, an average distance of 192 miles, which impacts detrimentally on children who lose contact with family and the community. Additionally, the loss of local contacts and pathways in education, training and employment has a negative impact on their development post-placement.

Further, there is a national shortage of provision and places are often not available when referrals are made so children are then placed in less suitable but higher cost alternatives. This shortfall in provision is particularly acute in London where there is not any Secure Provision – over three years London referred 295 children to Secure Provision but only 159 received places. The majority of requests (72%) are for children from Black and Minority Ethnic groups, well in excess of the London comparable profile of 41%. The current arrangements are exacerbating poorer outcomes for this group and racial disparities.

Pan-London analysis pre-Covid (eight-month period October 2017 to May 2018) highlighted that an average of 21 London children were in Secure Welfare provision at any one time.

Snapshot data taken at the end of each month, in the period between December 2021 and September 2022 shows that there is, on average, 12 of London's children in a secure welfare placement at the end of each month – this includes 3 children each month who are living in a secure welfare provision in Scotland - over 450 miles away.

Although this looks like a fall in numbers compared to pre-Covid, in the same period, the data shows that 29 referrals were made but a placement was not offered. In a September 2022 survey, London local authorities reported that due to the known shortage of provision, they often do not make a formal referral at all. This indicates that the national shortage of provision is impacting even more of London's children than the data suggests.

Of a sample of 50 'alternative to secure' placements reported in a September 2022 survey, 17 related to children with a deprivation of liberty order in place. Instead of being placed in a secure children's home, as required by the court order, these children were placed in settings that are not specifically designed to keep them safe and 10 of these placements were in unregulated settings or in provisions that are not legally registered to operate as a children's home. This means these vulnerable children would be at risk of not receiving the care, education and support that they needed.

Financial data provided by London local authorities in the September 22 survey shows that the average cost of a secure welfare placement has increased; the average being £7K per week in 2019, rising to £10.5K per week in 2022 and some local authorities have paid up to £25K per week for secure welfare placements in that period. In the same period, local authorities have also paid up to £30K per week for placements made as an alternative to secure.

The numbers of children are too small, and the investment required too great for any one local authority to run its own provision, but there is potential for a pan-London approach, which would enable the benefits to be shared whilst also jointly managing the risks of developing such provision. A pan-London approach also fits with recent reports from the Competition and Markets Authority (<https://www.gov.uk/government/publications/childrens-social-caremarket-study-final-report/final-report>) and the Independent Review of Children's Social Care (<https://childrensocialcare.independent-review.uk/>) which recommended multi-authority approaches to develop greater understanding of need, engage with the market and stimulate new provision.

The need for provision was also highlighted through Her Majesty's Chief Inspector's Annual Report to Parliament (2020) which stated –

The national capacity of Secure Children's Homes remains a significant concern, with approximately 20 children awaiting a placement on any given day and the same number are placed in Scottish secure units. This increases pressure to use unregulated provision. Provision is not always in the right place, so that some children are placed a long way from their home and family.

The Association of London Directors of Children's Services (ALDCS), working with NHS England and the Mayor's Office for Policing and Crime (MOPAC) commissioned a review in 2018 of the use of Secure Children's Homes by London's children and young people. This review provided detailed evidence of the need for provision in London, which has informed this report.

There is also a shortfall of high-cost low incidence provision in London, estimated as at least 225 places, which drives up costs resulting in overspends across London local authorities which exceed £100 million. The Competition and Markets Authority highlighted the lack of suitable local provision nationally, but particularly in London citing – ‘lack of placements of the right kind, in the right place...materially higher prices...and providers carrying very high levels of debt.’

Alternative options considered

The Association of London Directors of Children’s Services (ALDCS), London Councils, NHS and London Innovation and Improvement Alliance (LIIA) have expressed unanimous support for the development of secure children’s home provision and developed a business case for secure children’s home provision in London. This business case has formed the basis of a successful bid to Department for Education and funding has been allocated to develop the required provision for London children.

As well as ALDCS members, a range of stakeholders were engaged throughout the development of the business case including:

London Councils’ Executive, Leaders’ Committee and Lead Members;

- Society of London Treasurers;
- Local authorities (children’s social care and youth offending teams);
- Central government (Department for Education, the Mayor’s Office for Policing and Crime, OFSTED, Ministry of Justice);
- Clinical experts and practitioners within the field of children’s services and health;
- Third sector organisations delivering children’s services and
- Children and young people with lived experience of SCH.

The proposed provision will be designed specifically for London, with purpose-built accommodation. This will reduce the risk of beds needing to be held vacant after a high-risk child is placed there in order to maintain a safe environment. The provision is being designed with co-located step-down facilities with wrap-around support, which is an innovative approach to supporting the children post-placement. This will enable a smoother transition and a return to the family or to the most appropriate long-term placement that will meet the child's needs. This will also prevent use of emergency placements following a 72-hour placement in secure, when the local authority may not have enough time to identify best next placement or prepare child and family for safe return home. This can lead to placement breakdowns or return to care, which incur avoidable costs and impact detrimentally on outcomes for the child.

The business case to address the need for Secure Welfare Provision, considered a range of options as listed below –

- Do nothing
- One small Secure Children’s Home (8-12 places)
- One large Secure Children’s Home (20-24 places)
- Two small Secure Children’s Homes (8-12 places each)
- Enhancing existing resource
- Specialised community team

- Step-down facility
- Specialised open facility

These were evaluated through stakeholder engagement and assessment against the following criteria –

Impact on early intervention and prevention

- Accessibility of a secure placement
- Continuity of care and relationships
- Care and education in the placement
- Transition from secure to community
- Value for money
- Initial investment
- Deliverability

This options analysis has led to the recommendation for Secure Welfare Children's Homes provision for London with capacity for 24 placements, alongside facilities for step-down accommodation and support to support the children after placement. The key reasons are summarised below –

- Provision for 24 places would meet the demand in London
- Step-down provision would enable better exit planning and work to take place to support children and young people within the community, reducing the likelihood of repeat placements in secure welfare
- Step-down facilities will enable more holistic support to be provided to prevent unnecessary transitions into secure provision for children and young people on the edge of a secure placement

The following options were rejected for the reasons given:

- Enhancing existing resource - rejected due to the complexity of allocating resource to disparate CAMHS, social care and YOT teams across London and the lack of a joined-up approach across London.
- Specialised community team - rejected due to the risk of duplicating the role of Community Forensic CAMHS teams and fragmenting care pathways.

In February 2022, DfE confirmed the funding to take a proposal forward for Secure Children's Home provision in London with 24 places, alongside stepdown provision. The step-down provision will provide for much improved transition after placement. Over £3 million has been allocated for development, with capital of over £50+ million expected subject to completion of the development phase. The development funding is currently being held by the London Borough of Barnet on behalf of all London local authorities. DfE is reviewing progress against gateway milestones, one of which is the commitment of local authorities in London. This report seeks that commitment.

The DfE development grant will cover the PLV's costs during the development period, therefore local authorities will not be required to make a financial contribution to the running of the PLV until the SCH provision launches. During this development phase, PLV members will work collaboratively to agree how the SCH provision will be run and managed. This includes:

- developing and approving the pricing strategy and revenue model for generating financial income;
- developing the practice model and operating model including but not limited to:
 - the approach to working with children, young people and their families,
 - safeguarding and risk management arrangements,
 - quality assurance arrangements,
 - the commissioning approach / staffing model,
 - the process for managing referrals and placement allocation.
- Inputting into and approving a refreshed business case which will
 - revisit and update the 'case for change',
 - provide up to date and well-developed costings, informed by the final model of practice and operating model,
 - identify the benefits that will be delivered by the new model (financial and non-financial),
 - consider the most suitable route for appointing a service provider.

During the development period, member local authorities will also explore alternative models for covering the cost of running the PLV that does not require annual subscription.

12. 2022/23 FINANCE UPDATE QUARTER 2

The Cabinet Member for Finance and Local Investment introduced the item which provided an update on the Quarter 2 budget monitoring and Council's financial position and sought approval for any changes to the Council's revenue or capital budgets required to respond to the changing financial scenario and the delivery of the Medium Term Financial Strategy.

It was explained that, in the last update, the Cabinet Member had highlighted the significant impact of external factors, such as inflation, the rising cost of living, and high demand for services. It was noted that these pressures were still evident at Quarter 2 and there was an overspend but the positions were relatively constant. Given these external factors and the uncertainty about the impacts of a recession, the Council was focusing on mitigating actions as much as possible. It was explained that there was a need to maximise the delivery of the savings programme and it was noted that the forecast delivery for Quarter 2 savings was 61% which was an additional £2.1 million compared to Quarter 1. It was added that the Council would need to focus on the issues within its control to stabilise the budget position as much as possible to have the best starting position for next year.

In response to questions from Cllr Connor, the following information was provided:

- In relation to the delivery of savings in the Adults, Health, and Communities area, the Cabinet Member acknowledged that this was always challenging, particularly with the current economic context. It was noted that Adults was a demand-led service but the Cabinet Member was relatively pleased with the performance in terms of delivering savings.
- In relation to the delivery of savings generally, the Director of Finance highlighted that the report sought to be transparent on how the authority would manage savings in this difficult year. It was commented that there were some successes,

such as the forecasted over-delivery in Children's Services but it was highlighted that, across all areas, the Council's planned response was the most important thing to consider.

- The Director of Finance noted that a realistic approach had been taken in the draft budget strategy for next year which proposed moving on from some legacy savings, where delivery was not possible, and introducing new proposals. It was explained that a number of new proposals for savings related to similar areas as the proposed discontinued savings but considered new approaches. It was added that this was a demanding programme of savings and that development work had taken place to ensure that the Council could track delivery as much as possible.
- In relation to the use of agency staff in Corporate Finance, the Director of Finance noted that this had been a characteristic for some time but that there were periodic recruiting tranches to reduce dependence on interim staff. It was added that a number of jobs were being advertised and it was hoped to confirm some appointments shortly.

RESOLVED

1. To note the forecast total revenue outturn for the General Fund of **£16.1m** comprising £8.1m base budget and £8.0m (39%) savings delivery challenges and note that Directors are developing actions to bring the forecast down before the end of the year. (Section 6, Table 1, Table 2 and Appendices 1 & 3).
2. To note the net DSG forecast of £3.8m overspend. (Section 6 and Appendix 1).
3. To note the net Housing Revenue Account (HRA) forecast is £0.3m over budget. (Section 6 and Appendices 1 and 2).
4. To note the forecast GF and HRA Capital expenditure of **£337.8m** in 2022/23 (excluding enabling budgets) which equates to **66%** of the revised capital budget (Section 8 and Appendix 4).
5. To note the debt write-offs approved in Quarter 2 2022/23 (Appendix 7).
6. To approve the revenue budget virements and receipt of grants as set out in Appendix 6.
7. To approve the proposed budget adjustments and virements to the capital programme as set out in Table 3 and Appendices 5 and 6.

Reasons for decision

A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the council's priorities and statutory duties. This is made more critically important than ever as a result of the on-going financial implications placed on the Council by the Covid-19 crisis and the uncertainties surrounding the wider economic outlook.

Alternative options considered

The report of the management of the Council's financial resources is a key part of the role of the Director of Finance (Section 151 Officer) in helping members to exercise their role and no other options have therefore been considered.

13. 2023-24 BUDGET AND 2023-28 MEDIUM TERM FINANCIAL STRATEGY REPORT

The Cabinet Member for Finance and Local Investment introduced the report which set out details of the draft General Fund (GF) Budget for 2023/24; the Medium Term Financial Strategy (MTFS) 2023/28; the draft HRA Budget 2023/24 and its draft Business Plan including estimated income (funding) and expenditure adjustments, as well as the draft capital programmes for both funds.

The Cabinet Member highlighted that the budget was being developed against a backdrop of unprecedented economic uncertainty and high inflation. The administration recognised the cost of living crisis and impact on residents, businesses and communities and would also be focused on getting information, advice and support to those that needed it the most and achieving the best possible outcomes.

In the context of the limited resources available to the Council, the Cabinet Member outlined the budget priorities and these were summarised as follows:

- Continuing collaboration with the community on service provision.
- Investment in Children's Services and Adults Services.
- Utilising funding to support to residents through the Council Tax Reduction scheme and Household Support Fund.
- Identifying Capital programme opportunities to meet needs in communities.
- Active life programme.
- Ongoing investment in Council homes.

In response to questions from Cllr Brabazon, Cllr Brennan and Cllr Connor, the following information was provided.

- There was no further announcements or information supplied from the government, since the report had been published, on the areas that were listed as awaiting further information.
- With regards to the Council applying Formula Rent to all housing schemes when economic circumstances were better and reviewing this position annually or even awaiting the government financial settlement before taking the decision on London Affordable rents, it was noted that the London Affordable Rents would only apply to the 870 properties in the new build developments. These were being built under grant funding obtained through the Mayor's Building Council Homes for Londoners scheme and were those that needed to be onsite by March 2023. Therefore, this did not affect any other policy decision or other rent levels. This position could not be reviewed annually as this only applied to a specific housing programme which would expire next year. It was reiterated that there were no plans for any of the homes that were being delivered in the GLA's 2021 to 2026 Affordable Homes Programme to be delivered at London Affordable Rent.
- With regards to the indication of social housing rent being increased and capped at 7% and whether this should go forward due to the cost of living

- crisis, this was a modelling assumption which had been used by officers to inform the report and based on the government's announcements on what was possible. This potential increase was a decision for Cabinet to make in the 2023/24 year. However, it was noted that a 7% increase would still represent a lower than inflation level increase.
- It was noted that both Formula Rent and London Affordable Rent could apply to the Cranwood housing development scheme as set out in the committee report considered by Planning Sub Committee. Both these rent policies were considered as social rent schemes under the Mayor's Building Council Homes for Londoners scheme. It was explained that, under the Council's current financial planning, the Cranwood scheme would be considered as a scheme moving to London Affordable Rent. However, this would require final decision, either through Planning Sub Committee Chair's delegated decision or through the Planning Sub Committee meeting.
 - In relation to potential increased costs on the revenue budget and in turn impact on service areas as a result of external economic and market conditions, the drafting of the attached report recognised the current treasury market conditions and was describing the relevant rates that would be factored in. The report did make clear that there were higher treasury forecasts than actually currently built into the base budget and was highlighting the potential additional £3 million to be added to the base budget. However, there was still a 3 month period, before the final decision on the budget and MTFs in February 2023, to work through these costs. The Section 151 Officer considered regular advice from Treasury advisors and would ensure that the final report had the best estimate in place.

RESOLVED

1. To note the draft General Fund revenue and capital budget proposals and financial planning assumptions set out in this report and note that they will be refined and updated after the final Local Government Finance Settlement is received in January 2023 and to incorporate further budget changes as required;
2. To note the Draft General Fund 2023/24 Budget and MTFs 2023-28 detailed in this report and Appendix 1;
3. To note the Draft revenue and capital budget growth proposals summarised in Sections 7 and 8 and Appendices 2 and 5 and note the draft revenue savings proposals summarised in Section 7 and Appendix 3;
4. To note the Draft General Fund Capital Programme for 2023/24 to 2027/28 as set out in Appendix 4;
5. To note the Draft Housing Revenue Account (HRA) Revenue and Capital Programme proposals and HRA Business Plan as set out in Section 9;
6. To note the 2023/24 Draft Dedicated Schools Budget (DSB) and update on the DSG reserve position set out in Section 10;

7. To note that the detailed proposals will be submitted to Overview and Scrutiny Committee / Panels in December 2022 and January 2023 for scrutiny and comments;
8. To agree to commence consultation on the 2023/24 Budget and MTFs 2023-28;
9. To note that an updated General Fund and HRA 2023/24 Budget and MTFs 2023-28 will be presented to Cabinet on 07 February 2023 to be recommended for approval to the Full Council meeting taking place on 02 March 2023;
10. To delegate the final decision on whether or not to participate in the proposed 8 borough business rates pool from 1 April 2023 to the Director of Finance in conjunction with the Lead Member for Finance and Local Investment;
11. To agree that some of the new homes delivered under the GLA's 2016-23 Affordable Homes Programme, 'Building Council Homes for Londoners' be let at London Affordable Rent (LAR) levels.

Reasons for decision

The Council has a statutory requirement to set a balanced budget for 2023/24 and this report forms a key part of the budget setting process by setting out the forecast funding and expenditure for that year. Additionally, in order to ensure the Council's finances for the medium term are maintained on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium Term Financial Strategy.

Alternative options considered

The Cabinet must consider how to deliver a balanced 2023/24 Budget and sustainable MTFs over the five-year period 2023-28, to be reviewed and ultimately adopted at the meeting of Full Council on 02 March 2023.

Clearly there are options available to achieve a balanced budget and the Council has developed the proposals contained in this report after determining levels of both income and service provision. These take account of the Council's priorities, the extent of the estimated funding shortfall, the estimated impact of wider environmental factors such as the Cost of Living crisis, inflation and legacy Covid-19 pandemic and the Council's overall financial position.

These proposals are subject to consultation, both externally and through the Overview and Scrutiny process, and the outcomes of these will inform the final budget proposals.

14. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of other bodies.

15. NEW ITEMS OF URGENT BUSINESS

There were no items of urgent business.

16. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting for the consideration of agenda items 17 to 18 as they contained exempt information as defined in Section 100a of the Local Government Act 1972; Paragraph 3 – information relating to the financial or business affairs of any particular person (including the authority holding that information; and Paragraph 5 – information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

17. EXEMPT - MINUTES

RESOLVED

To confirm and sign the exempt minutes of the meetings held on 8 November 2022 as a correct record.

18. NEW ITEMS OF EXEMPT URGENT BUSINESS

There were no new items of exempt urgent business.

CHAIR: Councillor Peray Ahmet

Signed by Chair

Date

Report for: Cabinet, 17 January 2023

Title: Corporate Delivery Plan 2022-2024

Report

authorised by: Jess Crowe, Director Culture, Strategy and Engagement

Lead Officer: Jean Taylor, Head of Policy & Strategy,
Jean.Taylor@haringey.gov.uk

Ward(s) affected: All

Report for Key/

Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1. This report introduces Haringey Council's Corporate Delivery Plan for 2022-24. The aim of this plan is to set out what the council will deliver up to April 2024.
- 1.2. The delivery plan includes information on the outcomes we are working towards as an organisation; the activity planned to deliver these outcomes; and how we will work to deliver it.
- 1.3. As well as reflecting the administration's policy commitments, this delivery plan reflects the changed context we are working in since the existing Borough Plan was set in 2018, including the impact of Covid-19 on our residents, businesses and communities; the climate emergency; and, the cost-of-living crisis. It builds on previous work to capture learning from the pandemic including the [Recovery and Renewal report](#) published in December 2020.
- 1.4. The corporate delivery plan will act as a replacement for the Borough Plan for the length of time that it applies, setting out the council's priorities and work it will undertake to achieve its intended outcomes.
- 1.5. To ensure we are able to effectively monitor delivery of this plan, reporting will take place on a six-monthly basis (for the lifetime of the plan). This will be via internal meetings and forums with officers and Cabinet Members, alongside formal reporting including to the council's Overview and Scrutiny Committee for more in-depth consideration. In addition, we will also publish performance updates on the council's website for anyone to access more detail on performance and progress against outcomes being sought.

2. Cabinet Member Introduction

- 2.1 Since May's local elections and my re-election as Leader of the Council, I have been clear that there are three watch-words for my administration: collaborative, competent and radical. Together with our residents, I want us to build a fairer and greener borough.
- 2.2 This Corporate Delivery Plan sets out how we will go about putting these words into practice between now and April 2024.
- 2.3 It sets out some ambitious and radical actions on house building and tackling climate change. We are determined to support our under-fives. We want to do our best for our children and young people – in particular those with additional needs. We want to help our residents through the cost of living crisis and have committed to significant expenditure in our public realm to ensure that Haringey is a great place to live and spend time.
- 2.4 The plan is a vital part of delivering on the commitments set out in the Haringey Deal published in November 2022. We have committed to co-production and developing a different relationship with our residents and these principles run throughout this document. There are other actions too that we are taking to fulfil our other Deal commitments including our laser-like focus on getting the basics right and developing a deeper understanding of our changing local communities.
- 2.5 This plan is an important recognition that warm words don't change a single child's life chances, plant a single tree or prevent a single road accident. It is action that does that. For me, competence is doing what you say you are going to do.
- 2.6 So we are unapologetic about the detailed nature of this document, because its main audience is the council itself and our staff. This is our to-do list. These are the commitments we are making to deliver over the next 18 months and we will be transparent about our progress.

3. Recommendations

- 3.1 Cabinet is asked to agree the Corporate Delivery Plan for 2022-2024 as attached at Appendix 1.

4. Reason for decision

- 4.1 The council's current Borough Plan 2019-2023 runs until January 2023. Since it was approved the global Covid pandemic and cost of living crisis have significantly changed the context in which the council undertakes its work.
- 4.2 The council's new administration was elected in May of this year on a clear policy agenda and detailed set of manifesto commitments. These need to be reflected in a new set of delivery plans, alongside ongoing corporate priorities.
- 4.3 The role of this Corporate Delivery Plan 2022-24 is to set out what we will deliver and the outcomes we hope to achieve. It is intended to articulate what we have

chosen to prioritise and invest time and resource in; and therefore focuses on 'discretionary' activity rather than the delivery of our core, statutory functions.

- 4.4 The corporate delivery plan will act as a replacement for the Borough Plan for the length of time that it applies, setting out the council's priorities and the change it is seeking to achieve.

5 Alternative options considered

- 5.1 There are a number of alternative options, including:
- Extend the governance period of the existing Borough Plan;
 - Do not publish delivery plans; and/or
 - Develop a new Borough Plan.
- 5.2 It is not considered feasible to pursue option A, as the existing Borough Plan does not reflect the context in which the council is operating, following the pandemic and the cost-of-living crisis.
- 5.3 It is not considered feasible to pursue option B, as this would mean that the organisation would not have a single articulation of the outcomes it is working towards, including to reflect the new administration's manifesto.
- 5.4 It is not considered feasible to pursue option C, as the organisation needs a document which articulates its priorities and delivery plans to guide our immediate operations. As set out in the Plan, we committed to working in a new way – under the Haringey Deal. This will inform our longer term strategic goals but because we wish to co-design our approach with residents it cannot be developed within the timescale necessary to replace the current Borough Plan.

6 Background information

- 6.1 The council's current Borough Plan, 2019-2023, was published in January 2019 and set the strategic vision for the borough over a four years period. This plan is due to come to an end in January 2023
- 6.2 As well as reflecting the new administration's policy commitments, this delivery plan reflects the changed context we are working in since the existing Borough Plan was set in 2018, including the impact of Covid-19 on our residents, businesses and communities; the climate emergency; and the cost-of-living crisis.
- 6.3 The financial context in which the council is working is uncertain and challenging, and at the same time, we are seeing increased demand and increased complexity of demand, across many of our statutory services. These delivery plans have therefore necessarily been developed to reflect our high aspirations for the borough's residents, but with the expectation is that activity forecast in delivery plan is affordable within existing resource and deliverable alongside pre-existing savings commitments.

6.4 This delivery plan focuses on activity that the council will lead on in the first two years of the new administration. Delivery plans for years 3 and 4 will be produced in due course.

6.5 It is anticipated that delivery plan will inform the development of a refreshed corporate outcome framework.

6.6 The corporate delivery plan will act as a replacement for the Borough Plan for the length of time that it applies, setting out the council's vision, priorities and the change it is seeking to achieve.

7. Contribution to strategic outcomes

7.1 The Corporate Delivery Plans retains a focus on many of the strategic outcomes set out in the current Borough Plan 2019-23 and sets out how these will be delivered over the next two years.

8 Statutory Officer Comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

8.1 Finance

8.1.1 The Corporate Delivery Plan sets out a wide range of activities and specific outcomes. As set out clearly in paragraph 6.3 above, the Plan also recognises the uncertain and challenging financial context that the authority is working within and is clear about the expectation that the proposed activities will be contained within existing resources.

8.2 Procurement

8.2.1 Strategic Procurement has been consulted in the preparation of this report and notes the contents herein.

8.3 Legal

8.3.1 The legal implications of any decisions to be taken by the executive in implementing the corporate delivery plan will be set out within the relevant decision report.

8.4 Equality

8.4.1 The council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not; and

- Foster good relations between people who share those characteristics and people who do not.

8.4.2 The Corporate Delivery Plan makes a commitment to tackling inequality being treated as a cross cutting strategic objective. This includes, but is not limited to, discharging the council's duties under the Equality Act.

8.4.3 Where specific policy proposals arise, the council will undertake appropriate Equality Impact Assessments to identify and address any potential equality implications of individual decisions.

9 Use of Appendices

Appendix 1 - Corporate Delivery Plan 2022-24

10 Local Government (Access to Information) Act 1985

[Recovery and Renewal report](#)

https://www.minutes.haringey.gov.uk/documents/s120027/Borough%20Plan%20refresh%20301120_FINAL.pdf

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Corporate Delivery Plan

2022/23 and 2023/24



Corporate Delivery Plan – 2022/23 and 2023/24

1) Introduction

Haringey is fantastic – the world in one borough. A place brimming with creativity, personality, radicalism, diversity and community. It is a place where we stand up for each other. A place that is proudly distinctive.

For centuries people have come from all over the world and made their home in Tottenham, Wood Green, Hornsey, Crouch End, Muswell Hill and every other part of Haringey. They have been welcomed by our communities and in turn have enriched daily life in the borough. We are a place where people from different communities get on and value one another.

Haringey is a special place. We have great schools and nurseries, wonderful libraries, green flag parks; restaurants that attract people from all over London and thriving shopping centres and high streets.

We are proud to be home to the renowned Alexandra Palace; historic Bruce Castle Museum; beautiful Finsbury Park; and the world-class Tottenham Hotspur Stadium; as well to ground-breaking artists, entrepreneurs, activists, educators; and thousands of dedicated and committed key workers.

The Borough Plan 2019-2023 set out a series of outcomes that we, as a council, would work towards achieving. This included responding to the borough's housing needs and to giving Haringey's children and young people the best start in life¹. We have made good progress in addressing these issues², and many of the commitments made remain highly relevant today. However, a global pandemic, a cost-of-living crisis and the reality of the climate emergency mean that now is the right time to focus our work on delivering the things that matter most in the context we face today, rather than the world as it was in 2019.

The good news is, we have a lot to work with. Haringey's people are a huge asset, with knowledge, expertise and passion. There is great work going on across the council and across the borough, which is contributing to a fairer, greener Haringey every day. But we all know there is so much more to do and with all the challenges we face locally and globally, we know that we need to tap into those strengths.

¹ Housing: A safe, secure and affordable home for everyone, whatever their circumstances;
People: Strong families, strong networks and strong communities which nurture all residents to live well and achieve their potential;
Place: Stronger, connected communities where together we improve our environment by making it safer, cleaner and greener;
Economy: A growing economy which provides opportunities for all our residents and supports our businesses to thrive
Your Council: the way the council works.

² [Borough Plan refresh 301120_FINAL.pdf \(haringey.gov.uk\)](#)

In November 2022 we launched the Haringey Deal³. The Deal is all about forging a different way of working. It builds on the findings of the Fairness Commission⁴ and is grounded what we have heard from residents more recently. This includes pledges to focus on building greater trust between the council and residents; learning when mistakes are made and putting things right quickly; empowering communities to make change happen for themselves; and finding new ways to share power with residents and communities. The Deal also recognises the critical importance of ‘getting the basics right’.

When we talk about ‘getting the basics right’, we mean delivering the fundamental core services that any local authority provides to ensure residents are safe and supported, and able to live a good life. Services across the council hold, or will be producing, service-level plans which set out the work they do in these core, statutory areas. This plan is primarily focused on what we will do on top of these functions to build a fairer, greener borough by April 2024. It also, importantly, sets out how we will begin to embed the changes in the way we want to work – with the Deal principles running through it like a stick of rock.

A focus on tackling inequality, climate justice and health

Tackling inequalities is a central objective for everything we do.

This is about recognising economic inequality and the need for us to use the levers available to us to reduce poverty in the borough and mitigate its worst impacts. It is about recognising that some groups of residents experience unacceptable structural inequalities related to their protected characteristics and circumstances. It is about recognising that as we respond to the climate emergency, we understand that there are some residents and communities who will need to be supported to secure a just transition to net zero – and who will be more affected by the impacts of climate change. Finally, it is about recognising that social inequalities drive the unacceptable health inequalities which have been all too starkly thrown into relief in the last two years.

Education is a powerful agent of change and key to reducing inequalities and improving health, livelihoods and life chances. The council sets the framework for attainment and high standards and has the strategic lead for education of children and young people, holding the legal duty to ensure that every child fulfils their educational potential.

The objective of reducing inequality needs to influence how we work with all our communities, target our resources, support and develop our workforce, design our services, and mobilise around key issues.

It also needs to influence how we work with partners across the borough, including health, the police, and the voluntary sector to tackle inequality, whatever form it takes. At the centre of this is a need to deepen and accelerate our work to address racial injustice, as part of a shared response to

³ [Why the Haringey Deal | Haringey Council](#)

⁴ [final_fairness_commission_report_2020.pdf \(haringey.gov.uk\)](#)

Black Lives Matter and continue to develop the way we work with a range of key partners and stakeholders. Whilst this delivery plan focuses on council led priorities, it is important to recognise that some of the most important work we do, will be the work we do with others.

How we will work

To navigate the big challenges ahead of us, we think we need to do two things: firstly, focus on prioritisation, delivery and impact; and, secondly, focus on how we work as an organisation, with an emphasis on collaborating differently with our residents, communities and partners.

A focus on prioritisation, delivery and impact

In the context of these challenges and significant ongoing uncertainty about the funding of local government, it is more important than ever that we are clear about the outcomes we are trying to achieve, where we will invest to help achieve them, and why. We also need to ensure that our investment delivers for residents and has the intended impact.

A focus on how we work: collaboration and participation

We have seen over the last few years what we can achieve when we change the way we work as an organisation. The response to the pandemic showed what can happen when those who live and work in Haringey, our public services, our voluntary and community organisations, and local businesses, all pull together to support the community at a time of unprecedented and unpredictable change. We are building on these partnerships to respond to the cost-of-living crisis.

However, we have heard that residents want us to do more to get the basics rights and to go further, working with them to ensure that local public services are accessible to all and that they respond equally well to people's particular circumstances and needs. Residents have also told us that they want to be more involved in shaping their local areas so that they reflect what is important to our existing communities. We know that residents in the East of the Borough feel like they have less of a say in decision making compared to residents in the West⁵, and that they are treated less fairly by the council and other public bodies⁶. And we also know that there will be differences in residents' sense of how much they can influence decisions based not just on where they live, but on a range of other factors such as English language proficiency or digital exclusion.

If we are to achieve our aspirations for a fairer, greener borough that works for everyone, we will need to work with our communities to make change happen. That means listening better, sharing power, drawing on their passion and expertise.

We are referring to this change as 'the Haringey Deal'. This is a fundamentally different way of working which will be at the centre of what we do over the coming year. Alongside this, we will work to refresh our organisational culture and values, as part of a wider programme of work described as

⁵ Haringey Residents' Survey 2021, Involvement and Influence

⁶ Haringey Residents' Survey 2021, Fairness and Equality

'Think Haringey First'. The starting point of this work is to recognise that our organisation exists to support the residents and communities who live and work here and that the way we work needs to be rooted in and reflect this purpose.

2) The role of the Corporate Delivery Plan

This Corporate Delivery Plan sets out our organisational delivery plans for the first two years of this new administration (up until April 2024).

The Delivery Plan includes the outcomes we are working towards as an organisation; the activity planned to deliver these outcomes; how we will work to deliver it; and the key delivery dates.

The plan is organised around the following themes:

1. Resident experience, participation and collaboration
2. Responding to the climate emergency
3. Children and young people
4. Adults, health and welfare
5. Homes for the future
6. Safer borough
7. Culturally Rich Borough
8. Place and economy

Theme 1: Resident experience, collaboration and participation

Our future ambition envisions a borough where we tackle complex challenges and address inequalities by working together.

We know that there is appetite for this change. In the 2021 Residents' Survey just under a quarter (24%) of Haringey residents agreed they feel able to influence decisions that the council makes. 50% of residents would like to get more involved in decision making. In the 2022 Haringey Young People Survey only 28% of respondents agreed they had an influence on decisions the council makes. We need to respond to this appetite for greater involvement of residents in decisions about the local area. We also know that there is an urgent need to make progress in tackling the greatest injustices or inequalities faced by our residents. This needs to start by building trust, by getting the basics right and ensuring that fairness underpins everything we do; recognising that some residents do not currently think this is the case.

The determination to do things differently is reflected in our commitment to a 'Haringey Deal' which we published in November 2022. The Deal sets out a series of commitments that the council has made to working differently and building a different kind of relationship with residents and communities. The work to embed 'the Deal' in everything we do as a council will be the foundation upon which this theme is built.

We have identified five outcomes we believe to be central to delivering under this theme. These five outcome areas, and aligned activity, put resident experience at the centre, embed the full diversity of all age resident participation, and enable collaboration between communities.

- **Positive Resident Experience:** All residents, businesses and other stakeholders can easily access services which are designed and operated in a resident-centric way. Co-production puts resident voice and experience at the heart of everything we do. Positive interactions with the council will support better relationships with the community, increasing mutual trust and confidence.
- **Inclusive Public Participation:** More residents participate in formal council decision-making processes, such as voting in local elections, as well as in new forms of public engagement and consultation. The council will play a facilitatory role in making this easier and more attractive to residents, including by removing barriers to participation, especially for seldom heard groups.
- **Enabling Community Collaboration:** More residents participate and interact with community and peer-led activities and organisations. The council make this easier and more attractive to residents, where we can, recognising the role that civil society plays in community flourishing, resilience, and cohesion.
- **Developing Young Voice:** Young people are meaningfully involved in all the ways in which the wider public has an influence in how the borough is run. The council will play a facilitatory role in making this easier and more attractive, recognising that young people as a cohort have been historically under-represented in decision making.
- **Insourcing:** By bringing services under direct council control, rather than contracting them out to private companies, will mean services are more joined up; and accountable to residents.

Central to this approach is building mutual trust and confidence in positive interactions, from getting the basics right through to involving residents in new initiatives including community assemblies and participatory budgeting. Therefore, the outcomes have a sharp focus on resident experience, by working to get the basics right from a resident perspective.

A cross-cutting commitment to Knowing Our Communities informs all the outcomes to build a fairer borough. We know that our communities are constantly changing and that in order to achieve our ambitions we need to really know our communities and understand what they want and need.

This theme also captures the organisational commitment to meaningfully involve young people. We know this is a part of our population who are often under-represented in decision-making but have a right to be heard and an important contribution to make.

The Voluntary and Community Sector (VCS) plays an integral role in developing strong civil society, resilience and cohesive communities and supporting residents. The outcome area for Enabling Community Collaboration aims to enhance this vital contribution to the life of Haringey. The activities under this outcome ensure that the council and the VCS take a transparent, equitable approach to partnership work. This outcome area also reflects the intention to enable the full diversity of community groups and organisations to better connect with each other whilst creating diverse pathways into different types of participation and volunteering.

Finally, we will always look to bring services under direct council control, rather than contracting them out to private companies, when doing so is beneficial for our workforce and residents, because it makes them more accountable and supports a more joined up approach.

Linked Policies and Strategies

- [The Haringey Deal](#)

Theme	Resident experience, participation and collaboration
CLT Lead	Jess Crowe, Director of Culture, Strategy & Engagement/ Barry Francis, Director of Environment and Resident Experience
High Level Outcome 1	Positive Resident Experience - All residents, businesses and other stakeholders can easily access services which are designed and operated in a resident-centric way. Co-production puts resident voice and experience at the heart of everything we do. Positive interactions with the council will support better relationships with the community, increasing mutual trust and confidence.
High Level Outcome 2	Inclusive Public Participation - More residents participate in formal council decision-making processes, such as voting in local elections, as well as in new forms of public engagement and consultation. The council will play a facilitatory role in making this easier and more attractive to residents, including by removing barriers to participation, especially for seldom heard groups.
High Level Outcome 3	Enabling Community Collaboration - More residents participate and interact with community and peer-led activities and organisations. The council make this easier and more attractive to residents, where we can, recognising the role that civil society plays in community resilience and cohesion.
High Level Outcome 4	Developing Young Voice - Young people are meaningfully involved in all the ways in which the wider public has an influence in how the borough is run. The council will play a facilitatory role in making this easier and more attractive, recognising that young people as a cohort have been historically under-represented in decision making.
High Level Outcome 5	Insourcing: Bringing services under direct council control, rather than contracting them out to private companies, will mean services are more joined up; and accountable to residents.

Positive Resident Experience				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Access to council services is made much easier for residents as a result of a new council website. Improved digital and non-digital processing	Increased first time resolution across all contact channels. Improved response times.	The Resident Experience workstream will identify key areas for improvement across its three focus areas, prioritising according to both volume and seriousness to deliver increased first-time resolution and consistency. Fewer back-office resources will be spent on manual inputting, enabling greater focus on building relationships with residents and positive resident experiences.	Assistant Director for Resident Experience Cllr Chandwani	Summer 2023
Access to information and services is made much easier for residents as a result of a new council website.	Resident feedback metrics	The development of a new Haringey Council website that is modern, accessible and easy to navigate.	Assistant Director for Digital and Change/Assistant Director for Strategy, Comms and Collaboration Cllr Ahmet	Summer 2023
Residents, businesses and partners experience a more usable, accessible and enhanced digital service offer	Reduction in complaints because of improved resident journey and experience.	Range of planned activity to support the development of our contact channels and digital services offer, including: <ul style="list-style-type: none"> • Installing a CRM so our staff have better visibility of our residents' journeys. • Self-serve My Account online. • SSO capability, CLI screen pop resident service HUB implementation. 	Assistant Director for Digital and Change Cllr Williams	Summer 2023 (Phase 1 including new website)

		<ul style="list-style-type: none"> Improved non dynamic journeys. Implementation of dynamic API push pull e-forms. Fixing core systems capability. Upgrading website CMS to Drupal version 10 		
Residents experience consistent service standards, with inclusion across all channels and adaptations and enhanced support for those that need it	A reduction in demand failure through end-to-end self-serve	<ul style="list-style-type: none"> This project will result in the creation of a new, rebranded Residents' service, which has been designed with residents. This project will include a review of the council's call centre function, so that there is a clear, consistent 'front door' to the organisation and residents are able to access services using this route if they need to. Monitoring will be put in place to ensure good service quality. The aim is to improve service experience across all resident user journeys from communication entry points for both digital and non-digital. This will be underpinned by a strong focus on resident centric mindsets, rather than service centric. The project plans to identify key people, process and technology enhancements which will improve resident journeys and experience and will focus on the end-to-end resident resolution. 	Assistant Director for Resident Experience Cllr Chandwani	Summer 2023 (Phase 1 including new website)
Improved complaints handling processes	Reduction in stage 2 complaints Improved resident satisfaction rates	<p>Work will be undertaken to transform our approach to complaints, so that there is a clear shift from processing complaints to managing complaints: Outputs from this work will include:</p> <ul style="list-style-type: none"> - Clear method of pre-complaint opportunities to resolve • Intervention in Stage 1 - no more marking of own homework 	Assistant Director for Resident Experience Cllr Chandwani	Summer 23 (having implemented interventions as described)

		<ul style="list-style-type: none"> • Clear Quality Assurance framework for all services to meet the 'Residents First' internal kitemark • Clear links to training and development and sharing learning through an internal Complaints Forum to improve services • Change in KPIs and monitoring framework to focus on successes not on processing times 		
Improved process for positive resident feedback	Increase in positive feedback recorded	A channel will be created to allow residents to offer positive feedback. Themed campaigns will be run to encourage residents to tell us when we have done things well.	Assistant Director for Resident Experience Cllr Chandwani	Summer 2023
Residents receive a more targeted, tailored and equitable service offer thanks to the council's improved knowledge of our communities	New ward and community profiles will be compiled and brought together with other data sources in an online hub on the intranet.	A programme of work to build our knowledge of the borough has begun. The Knowing Our Communities project will bring together the latest Census data, with community intelligence and other sources to build a more granular picture of our communities, their needs, and their insights, and ensure this insight is readily available to officers, members and the community.	Assistant Director for Strategy, Comms and Collaboration Cllr Ahmet	April 2023

Inclusive Public Participation				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Residents will have a greater number of meaningful opportunities to directly influence how specific funding is spent	A diverse group of residents – reflecting all our communities - will be taking opportunities to influence how specific funding is being spent.	Building on existing examples of resident involvement in how resources are being used - for instance distribution of neighbourhood Community Infrastructure Levy used by some other local authorities - we will develop a Haringey approach to local participatory budgeting which is consistent with the Haringey Deal.	Assistant Director for Strategy, Comms and Collaboration Cllr Williams	December 2023
Community Assemblies are a feature of Haringey public participation in democracy	Participants in an inaugural assembly agree that process is beneficial to the borough and participants	Establish a Haringey approach to community assemblies as a mechanism to finding solutions to long-standing problems. Embed an approach to capturing learning and impact from the start, to inform future events.	Assistant Director for Strategy, Comms and Collaboration Cllr Ahmet	April 2024
Through adopting the Haringey Deal resident voice will be at the heart of decision making.	Key metrics in the Residents Survey will be improving e.g. "I feel like I'm able to influence decisions made by my local council" "I would like to get more involved in decisions made by my local council".	Haringey Deal projects empower communities to make change and put people at forefront of decision making. There is a focus on ensuring that all residents that would like to are able to participate recognising that some face additional barriers to having their voices heard. Use of learning projects including Wood Green Voices, Northumberland Park Resource Centre to demonstrate our commitment to a new way of working in practice.	Assistant Director for Strategy, Comms and Collaboration Cllr Ahmet	Learning from initial Wood Green Voices project by April 2023.

	A diverse group of residents will be taking part in Haringey Deal projects.			
Growing staff confidence ensures a significant increase in the use of co-production and co-design methodologies in service design and improvement.	<ul style="list-style-type: none"> - increases in participation opportunities, participation numbers - representativeness of participation with due regard to seldom heard voices - resident perceptions of opportunity to influence decisions - toolkit downloads from intranet and coaching support hours provided to colleagues. 	<ul style="list-style-type: none"> • A Haringey Participation Framework (to include an Evaluation Framework) and Implementation Toolkit will be developed and disseminated to support staff to develop consistent and inclusive participatory practice, which ensures that all residents are able to take part. • Capacity building and coaching activities will support staff in the use of the Framework and Toolkit. • The Framework and Toolkit will be informed by Deal principles, organisational learning, participatory methodologies and wider good practice. <p>Embedding this new way of working will form part of wider culture change and organisational development work streams.</p>	<p>Assistant Director for Strategy, Comms and Collaboration</p> <p>Cllr Ahmet</p>	April 2023
All residents have a range of inclusive ways to participate and influence decisions that matter to them	<p>Citizens Panel diverse membership, activities and impact</p> <p>Tracking public participation in participatory methods new to Haringey e.g. participatory budgeting, Community Assemblies</p>	<p>A refresh of the Citizens Panel relationship and membership to be undertaken resulting in an active Citizens' Panel which is involved across a range of participatory projects. This will include convening quarterly information and update sessions. This will be supported by new digital engagement software.</p>	<p>Assistant Director for Strategy, Comms and Collaboration</p> <p>Cllr Ahmet</p>	June 2023

<p>All residents have a range of inclusive ways to participate and influence decisions that matter to them</p>	<p>Metrics from digital engagements show increasing participation and representation of Haringey's diversity.</p>	<p>We will procure a new, single corporate solution for digital engagement, which is adopted across the organisation. A cross departmental task and finish group will be established to guide the procurement and make sure it meets the needs of the organisation.</p>	<p>Assistant Director for Strategy, Comms and Collaboration Cllr Ahmet</p>	<p>June 2023</p>
<p>Staff across the council will have the tools and guidance to deliver high quality consultations which are representative of all our communities.</p>	<p>Representativeness of respondents to consultations Consultation response rates</p>	<p>Provision of high-quality guidance on good consultation practice Workforce training offer on good consultation practice</p>	<p>Assistant Director for Strategy, Comms and Collaboration Cllr Ahmet</p>	<p>April 2023</p>

Enabling Community Collaboration				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
The VCS in Haringey is demonstrably more resilient, sustainable and collaborative	No. of joint or partnership projects funded/delivered within the VCS each year External funding brought in to the borough for VCS groups	Ongoing commitment to invest in the Council's VCS Team VCS Strategic Partner recommissioning and contract monitoring activity VCS Commissioning Board Council support for, and representation at, VCS and Community Networks VCS Calendar/Forward Plan VCS Strategy VCS Toolkit (to accompany strategy)	Assistant Director for Communities and Housing Support Cllr Davies	New VCS Strategic Partner (Dec 23) VCS Strategy (Jan/Feb 2024) VCS Toolkit (to accompany strategy) VCS Calendar/Forward Plan (Summer 2023)
The council publishes and implements a new, fair, equitable and transparent approach to working with the VCS	No. and range of VCS orgs involved in co-design, consultation and other developmental work with council Teams	<ul style="list-style-type: none"> Improving the VCS training offer Ensuring a broad range of VCS partners are involved in the design and development of the VCS strategy and VCS Strategic Partner recommissioning. Corporate commitment around coordination of VCS commissioning/funding activity 	Assistant Director for Communities and Housing Support Cllr Davies	VCS Strategy (Jan/Feb 2024) VCS Contracts Register (Feb 2023) Cross-departmental VCS Commissioning Board (May 2023) VCS Calendar/Forward Plan (Spring 2023) MOU with Health/ICB on VCS Commissioning (April 2023) VCS Commissioning Training for council officers (August 2023)
The VCS have a stronger voice in council decision-making and	No. of strategies and policies where VCS have been involved	<ul style="list-style-type: none"> VCS Strategy development VCS Strategic Partner activities VCS Stakeholder Mapping 	Assistant Director for Communities	VCS Calendar/Forward Plan (Spring 2023) VCS Comms Plan (Spring 2023)

strategic development	in co-design and development	<ul style="list-style-type: none"> • VCS engagement and co-production events • Targeted outreach/relationship building with underrepresented groups and communities • Improved digital comms with and about VCS 	and Housing Support Cllr Davies	VCS Co-Production and Engagement Register (Summer 2023) VCS Stakeholder Map (Spring 2023)
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Developing Young Voice				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Establish and develop a range of informal and formal opportunities and governance arrangements for young people to actively influence the design and delivery of services.	Increase in participation opportunities to influence decision making, numbers of young people, diverse representation	Develop and establish a SEND Youth Forum Voices Day Young People Extra Ordinary Council Meeting	Assistant Director for Early Help and Prevention Cllr Brabazon	SEND Youth Forum (June 2023) Voices Day (March 2023) Young People Extra Ordinary Council Meeting (March 2023)
Seldom heard voices and all age participation is prioritised across all areas of activity	Participation metrics for CYP show increasing numbers of youth participation representative of the borough including seldom heard voices	Bring young people together as part of a Young Voices programme to look at how we regenerate our neighbourhoods, starting with Wood Green and Northumberland Park. Young People's voice	Assistant Director for Regeneration and Economic Development Cllr Gordon	Wood Green Voices report by Q4 22/23

Insourcing				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Services will be delivered directly when doing so is beneficial for our workforce and our residents.	Programme of Enabling/Commissioning reviews delivered.	Service areas will undertake Enabling/Commissioning reviews in accordance with council policy, with a direct (in-house) delivery model being considered in each case	Head of Procurement Cllr Williams	Ongoing

Theme 2: Responding to the climate emergency

Our vision for Haringey is a borough which successfully meets the challenges presented by a changing climate. Haringey has an already established target for a net-zero carbon borough by 2041, set out in the Climate Change Action Plan, adopted in 2021.

The Action Plan sets out a number of objectives, across different thematic areas which are targeted at achieving the necessary reduction in carbon. This remains the main long-term strategy for the council's carbon reduction efforts, and key workstreams from this, to be delivered or begun over the next two years, are also contained within this section of the Corporate Delivery Plan.

Responding to the Climate Emergency and creating a more liveable borough will require more than just carbon reduction programmes, however. Current international policies point to a global 2.8°C rise by the end of the century⁷. Even with unprecedented global action to respond to the threat, best-case scenarios still involve significant global heating. This means more frequent and dangerous heatwaves, increased flooding events, and other risks to health and wellbeing as a result of more extreme and unpredictable weather. In order to adapt to this new reality, and mitigate some of its worst effects, Haringey's built environment, public realm, resource and waste management and transport infrastructure will need to change in response. Key workstreams aimed at doing this are captured within this section of the Corporate Delivery Plan.

Many of the adaptation measures required to cope with a changed climate, and to bring down carbon emissions will also have broader quality of life and environmental benefits. Greener neighbourhoods, with more sustainable modes of transport will have cleaner air, safer streets, more comfortable buildings, and more possibilities for social interaction in an improved and more pleasant public realm. Despite the overall benefits of making this transition, we are mindful that the scale and pace of change required will involve changes to the ways we live, and which people have become accustomed to. Without careful management of this transition, there is a risk that some may benefit more than others. We know that it is easier for those with more resources to make changes and adapt. As such, a key priority of the activity under this theme will be making sure that this transition is just, equitable and benefits everyone.

Linked strategies and action plans

- [Climate Change Action Plan](#)
- [Walking and Cycling Action Plan](#)
- [New Local Plan](#)

⁷ UN Environment Programme, The Closing Window, Emissions Gap Report 2022

Theme	Responding to the Climate Emergency
CLT Lead	David Joyce - Director of Placemaking and Housing Barry Francis - Director of Environment and Resident Experience
High Level Outcome 1	A Greener and Climate Resilient Haringey - Haringey is a borough whose public realm and transport infrastructure is suitable for a changing climate.
High Level Outcome 2	A Just Transition - The transition to a low carbon economy is just, equitable and benefits everyone.
High Level Outcome 3	A Low Carbon Place - Haringey is a borough where the built environment supports carbon reduction and climate adaptation.
High Level Outcome 4	Growing the Circular Economy and Making Better Use of Resources - Haringey is a borough where resources are used efficiently, and excessive waste minimised.

A Greener and Climate Resilient Haringey				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Improved access to alternative means of transport to private motor vehicle to support more sustainable transport choices	Car club vehicles available in the borough Increased sign up Increase of usage Journey data	Extension of contract of existing Haringey car club operator. Retendering of car club contract to get multiple operators in the borough	Assistant Director for Planning, Building Standards and Sustainability Cllr Hakata	Q4 2023/24
Improved access to alternative means of transport to private motor vehicle to support more sustainable transport choices	Increased number of Cycle Hangers on public highways or council housing estates	Increase cycle storage for flats / terrace housing. We will monitor the current level now and each year.	Assistant Director for Planning, Building Standards and Sustainability Cllr Hakata	Q3 2023/24

Increase in EVCPs (approx. 100 per year) / long term delivery route	Number of EVCPs in borough. Usage rates. Geographical coverage of the borough.	Install at least an additional 200 EV charging points by end of 2024. Procure new suppliers in Haringey, maximising income and no ongoing liabilities. Support via the Highways teams, payments from the private companies.	Assistant Director for Planning, Building Standards and Sustainability Cllr Hakata	Q3 2023/24
Improved access to alternative means of transport to private motor vehicle	Number of dockless e-bikes providers operating in Haringey	Procurement of pilot dockless e-bike operator to operate within Haringey starting in 2023. Make decision on whether to make trial scheme permanent.	Assistant Director for Planning, Building Standards and Sustainability Cllr Hakata	Q1 2023/24
Increased planting on Haringey estates	Increase in number of trees planted	Encourage community gardening and tree-planting on estates and streets. Work with local partners and other council teams including Parks Service.	Assistant Director for Housing Management Cllr Hakata	Q4 2023/24
Increased food growing in Haringey	Increased number of food growing sites.	Identify sites where local food-growing can take place. Seeking external funding to support local food growing, to be led by VCS and resident groups.	Assistant Director for Communities and Housing Support Cllr Davies	March 2024
Improved access to alternative means of transport to private motor vehicle	Number of cycle training sessions delivered. More people/local residents cycling.	Community focused cycle training provision. Community co-design conference held in September 2022.	Assistant Director for Planning, Building Standards and Sustainability Cllr Hakata	Q3 2023/24

Improved access to alternative means of transport to private motor vehicle	An affordable bike scheme in the borough	Set up a bike scheme for people / communities unable to access this market	Assistant Director for Planning, Building Standards and Sustainability Cllr Hakata	Q4 2023/24
Reduced through traffic leading to safer, cleaner and more pleasant streets for people to walk, wheel, cycle and gather	Monitoring of traffic volumes within the LTNs; traffic speeds; journey times on boundary roads; levels of walking & cycling within/through LTN areas; bus journey times; emergency response times; collisions; air quality; economic impacts	Low Traffic Neighbourhoods - Bounds Green LTN implemented 15th August 2022; St Ann's LTN implemented 22nd August 2022; camera enforcement go-live 5th September 2022; Bruce Grove West Green LTN implemented on 1st November 2022; further 22 LTNs to be delivered across Haringey - subject to funding and outcome of initial trials. Decisions taken by April 2024 on whether to amend, revoke or make permanent the experimental traffic management orders for the first three LTNs.	Assistant Director for Direct Services Cllr Hakata	April 2024
Improved flood defences and community resilience	Gullies cleansed per annum SuDs schemes delivered Flooding incidents responded to	Robust asset maintenance (gully cleaning). Increase in SuDs schemes Enhancement of flood defences (Queens Wood, permeable paving, storage tanks, rainwater gardens). Campaign to equip and educate businesses and residents (education and flood defences). Robust response to flooding incidents. Deliver the programme of schemes defined in Flood Water Management Investment Plan 2022/23 and 2023/24.	Assistant Director for Direct Services Cllr Chandwani	April 2024

<p>Increased green canopy in identified canopy-deficient wards of Haringey (in the east)</p>	<p>% green canopy coverage per ward</p>	<p>Areas of current green space deficit and below average canopy cover are prioritised for increased tree planting and new green spaces.</p> <p>Subject to (external) funding, progressing the delivery of three mini-forests in 2022/23. Looking to implement a 'Tottenham Green Chain' project to provide continuity of tree cover between Down Lane Park and Somerford Green. Ties in with aspiration to plant 10,000 trees by 2030. Current statistics regarding % green canopy coverage being mapped across to new ward boundaries so funding and planting can be appropriately targeted. Interim target of 2,000 trees planted between April 2022 and April 2024</p>	<p>Assistant Director for Direct Services</p> <p>CLlr Hakata</p>	<p>April 2024</p>
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A Just Transition				
Intermediate Outcomes	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Bus companies operating in the borough will be aware of Haringey Council concerns arising from proposals.	N/A	Campaign to stop bus companies using the 'remote sign on' policy for bus drivers A campaign approach will be developed and executed during 2023.	Assistant Director for Strategy, Communications and Collaboration Cllr Ahmet	April 2023
Potential reduction in motorised delivery of goods	Increased number of e-cargo bikes; motorised vehicle journeys avoided; distance covered by e-cargo bikes; number of services using e-cargo bikes	Expand the council's fleet of e-cargo bikes. E-cargo bikes already at River Park House and at Finsbury Park - current usage needs to be assessed to establish future demand. By April 2024, extent of additional need identified, and e-cargo bikes obtained and made available.	Assistant Director for Direct Services Cllr Hakata	April 2024
Reduced casualties and safer road network in Haringey	Proportion of roads converted from 30mph to 20mph; and 40mph to 20mph Number of new pedestrian crossings implemented Powered 2-wheeler safety strategy developed	Working towards Vision Zero targets by: 1. Implementing new 20mph speed limits on Haringey-controlled roads; 2. introducing additional speed reduction measures; 3. additional pedestrian crossing facilities; and 4. developing measures to better safeguard powered 2-wheeler users Road Danger Reduction Action Plan measures identified in 2022/23 and 2023/24 to be delivered by April 2024	Assistant Director for Direct Services Cllr Chandwani	April 2024

<p>More accessible footways and carriageways</p>	<p>Percentage of footways in need of major maintenance Number of footway schemes delivered Percentage of carriageways in need of major maintenance Number of road resurfacing schemes delivered</p>	<p>Delivery of footway schemes to enhance ability to walk safely Delivery of carriageway resurfacing schemes to enhance the ability for powered two wheelers to safely use the road network Improved accessibility for those with disabilities (removing footway trips, additional crossing points and dropped kerbs at road junctions) Funding and programme identified in the annual Highways and Street Lighting Investment Plans with the 2022/23 and 2023/24 programmes fully delivered by April 2024</p>	<p>Assistant Director for Direct Services Cllr Chandwani</p>	<p>April 2024</p>
<p>Retention of access to disabled parking</p>	<p>Number of new dedicated disabled parking bays Percentage of disabled parking bays meeting increased parking bay length</p>	<p>Integration of estate parking management with on-street parking management Implementation of the Disabled Parking Action Plan 2021/22 Creation of the Care at Home Permit to replace the Residents Carer Permit Adapt the Essential Service Permit to more fully reflect current needs Introduce appropriate Sunday parking control measures Delivery of the funded Parking Investment Plans for 2022/23 and 2023/24 by April 2024</p>	<p>Assistant Director for Direct Services Cllr Chandwani</p>	<p>April 2024</p>
<p>Contribution to recycling ambitions</p>	<p>Increase in recycling rates in the borough</p>	<p>Lobby the government to introduce mandatory recycling and composting. A campaign strategy and approach developed in 2023 – depending on government action - including assessing potential for cross-borough and partner collaboration on a joint campaign.</p>	<p>Assistant Director for Strategy, Communications and Collaboration Cllr Chandwani</p>	<p>Campaign to commence by December 2023</p>

Reduction in idling of cars	The number of drivers responding positively to engagement and leaflets handouts during Weeks of Action. Number of drivers switching off engines	Local Awareness campaign including schools, signage, community champion (through climate change forum), education with local interest groups and enforcement on idling during weeks of action	Assistant Director for Stronger and Safer Communities Cllr Hakata	June 2023
Improved air quality and road safety around schools	Install approx. 4 per year for 20 schools suited for this that are not suited for School Streets Reduced air pollution	Install green pollution barriers at all schools on main roads in the borough Implement air quality audits with our schools and assess measures to implement	Assistant Director for Planning, Building Standards and Sustainability Cllr Hakata	First ones installed by Q4 2023/24
Improved air quality and road safety around schools	Install approx. 15 per year (previous ambition for approx. 3 or 4 per year) over 4 years = 60	Create 30 school streets by 2024. Continue installing School Streets to improve air quality and road safety around our children's schools Design School Streets with Schools and implement where supported.	Assistant Director for Planning, Building Standards and Sustainability Cllr Hakata	Q4 2023/24
Increased community participation in urban greening projects	Number of pocket parks, community gardens etc established across Haringey	Coproduce designs for pocket parks, community gardens, and streetside verges with local people, enabling residents to choose what's planted on their streets Part-time community engagement officer appointed - progressing schemes on Caversham Road. Other existing neglected/troublesome on-street greenspaces being assessed.	Assistant Director for Direct Services Cllr Hakata	April 2024

		Target of Caversham Road community gardens delivered by April 2023. Two further sites developed and delivered by April 2024		
Build Community Awareness and Empowerment on carbon reduction and climate mitigation.	Number of projects supported; amount of funding secured for Community Lead Projects (via Haringey Community Carbon Fund etc).	Low carbon community led projects. Haringey Community Carbon Fund, supporting eco festivals, Community Energy Companies.	Assistant Director for Planning, Building Standards and Sustainability Cllr Hakata	Confirm round 2 of Community Carbon Fund projects Q1 2023/24

A Low Carbon Place				
Intermediate Outcomes	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
RP forum to develop joint approach to retrofit	Average EPC and SAP rating on housing association properties	Incentivise housing associations and private landlords to join us in a push to insulate Haringey. Work through the Registered Providers (RP) forum to deliver this.	Assistant Director for Housing Cllr Carlin	December 2023
Improved energy efficiency in the PRS	Proportion of licensed landlords in scheme with a compliant EPC Certificate	All Selective Licenced Landlords in the East of the borough will be asked to provide an EPC certificate as part of their landlord license. Non-compliant EPC (F&G rated) will be asked to improve measures as part of License conditions or face enforcement action under the Min Energy Efficient Standards. Landlords renting without a valid EPC will be expected to obtain one or face enforcement action.	Assistant Director for Stronger and Safer Communities Cllr Carlin	April 2024
Improved energy efficiency across the Borough's housing stock (all tenures)	Identify funding, invite promoters, and signpost community groups and homeowners	Signpost and advertise residents / landlords to external funding to improve the energy performance of the housing stock. Publish energy efficiency programmes to private homes owners and renters	Assistant Director for Planning, Building Standards and Sustainability Cllr Carlin	Q1 2024/25 - adopt Council Housing Energy Action Plan
Implementation of a Corporate Property Model to maximise council and community benefit from the councils property portfolio	Operational costs across the portfolio, rental income, reduced number of voids, reduction in reactive repairs, utilisation and ease of access to	<ul style="list-style-type: none"> To development and implement a corporate property model Work with service areas and community groups on assessing the performance of our property holdings, in terms of operational, financial and strategic performance 	Assistant Director for Capital Projects and Property Cllr Gordon	Q3 2023 (for the first 4 points) April 2024 (for the delivery)

	council properties for community need	<ul style="list-style-type: none"> • Develop an action plan, based on the above data, to inform key programmes, such as VCS, Schools, Town Centre, Energy performance, Social Value leases and a localities based delivery model. • Review, develop and adoption of a commercial portfolio strategy • Delivery of the Strategic Corporate Property Model action plan. 		of the action plan)
All council run schools to be net zero by 2041	6 no School Architypes identified in Net-Zero Schools Retrofit Guide.	Analyse Children’s Capital Programme Condition Surveys, identify fabric 1st list of works, prepare feasibilities including funding opportunities.	Assistant Director for Capital Projects and Property Cllr Brabazon	Q2 2023/24
By April 2023 all non-housing property leased out must achieve and EPC rating of ‘E’ or better and further enhanced energy ratings by 2027 and 2030 with all properties reaching EPC ‘C’ by 2027 and ‘B’ by 2030.	No. Of non-housing properties achieving an EPC rating of ‘E’ or better	Implementation of the councils corporate property model All sites to be surveyed to inform energy performance assessment, against the council and community property need. Retrofitting of the council's commercial portfolio, as informed by the above, to ensure all properties meet the B rating by 2030	Assistant Director for Capital Projects and Property Cllr Gordon	Q2 2023 (for survey and identification)
Decentralised Energy Network (DEN)	Full Business Case decided on by Cabinet in 2023	Provide community with affordable low carbon heat through Decentralised Energy Network (DEN).	Assistant Director for Planning,	Q3 2023/24 Full

		Develop the Full Business Case to link existing networks in the borough into a publicly owned company.	Building Standards and Sustainability Cllr Hakata	Business Case
Reduced carbon emissions from highways maintenance	Number of trials implemented of low-carbon materials and techniques	Pilot low-carbon roadworks schemes in some of our busiest areas, for instance Wood Green High Road. Semi-warm asphalt being used at present; other low-carbon techniques being considered (e.g. thermal carriageway repairs rather than patching with new material). Low-carbon roadworks schemes identified in 2023/24 Highways and Street Lighting Investment Plan and delivered by April 2024	Assistant Director for Direct Services Cllr Chandwani	April 2024
All council housebuilding schemes to target the delivery of net zero and passivhaus	Average reduction in operation carbon emissions against Building Regulations. Percentage of homes delivered to passivhaus certification that have started post March 2023.	Council's employer's Requirements already target delivery of net zero and Passivhaus - although these are not always achievable.	Assistant Director for Housing Cllr Gordon	Ongoing

Growing the Circular Economy and Making Better Use of Resources				
Intermediate Outcomes	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Reduction in use of single-use plastic in the Borough	No. of businesses contacted. No. of businesses engaged with. No. of commitments signed up to.	Support Haringey businesses to reduce the use of single-use plastics. Identify businesses who are eligible for support. Develop a comms plan and web page to promote project. Develop a campaign to support reducing plastics which includes a “community champions” Undertaken further assessment to identify relevant businesses A desktop study identifying community groups in Haringey who are undertaking activities related to waste reduction/prevention. Develop an action plan to help groups reduce specific waste streams to put us on a zero waste trajectory. Exploring connections and collaborations with other regional and national plastics campaigns.	Assistant Director for Stronger and Safer Communities Cllr Hakata	April 2024
More sustainable construction in the Borough	New Local Plan policy. Change in the way that buildings are designed, built, operated and deconstructed in order to minimise residual waste from development.	New Local Plan which contains policies to reduce waste and support the Circular Economy Preparation and adoption of New Local Plan to replace existing adopted 2017 Local Plan	Assistant Director for Planning, Building Standards and Sustainability Cllr Carlin	Engagement Q1 2024/25
Increased recycling rates in the Borough by expanding	Tonnes recycled. Diverted from disposal. Avoided cost of disposal.	Advocate for inclusion of black bin bag waste sorting technology at the facility in Edmonton to increase recycling rates.	Assistant Director for Stronger and	December 2023

capacity of facilities to recycle.		Updates will be provided through the programme of established meetings with NLWA officers/members.	Safer Communities Cllr Hakata	
Reduction in waste generation in the Borough	No. of groups worked with. No of actions delivered.	Work with Haringey environmental action groups to develop programmes to put us on a zero-waste trajectory. A desktop study identifying community groups in Haringey who are undertaking activities related to waste reduction/prevention. Develop an action plan to help groups reduce waste.	Assistant Director for Stronger and Safer Communities Cllr Hakata	April 2024
Work towards Achieving the GLA 50% Recycling Target (Destination 50%)	% waste recycled. Tonnes diverted from disposal, avoided cost of disposal	Co-production and co-design of recycling services with stakeholders to support the Mayor of London's 50% recycling target through the delivery of the Destination 50% project. Implement food waste recycling services to all properties including properties with communal collections. Identify collection methodologies for kitchen waste recycling services for flats above shops. Implement new garden waste recycling services to estate-based properties and continue to maximise participation to the existing garden waste services. Improve participation to the dry recycling services available borough wide. Increase diversion of existing materials and work with NLWA to increase range of materials recycled at the Reuse and Recycling Centre. Increase the amount of "recycling hubs" and recyclable options within them for non-kerbside	Assistant Director for Stronger and Safer Communities Cllr Chandwani	April 2024

		<p>materials across public council buildings, libraries and estate concierges.</p> <p>Apply for WEEE grant funding to develop bookable WEEE service borough wide.</p> <p>Develop and implement more textile recycling services boroughwide.</p>		
Greater resident input into waste services design	<p>No. of residents/businesses engaged with New Waste and Recycling Strategy</p> <p>Options Appraisal</p> <p>New service delivery model</p>	<p>Utilise co-production and co-design with residents and other relevant stakeholders to develop and implement improved future proof waste and cleansing services.</p> <p>Engage with stakeholders on future waste and cleansing service design.</p> <p>Develop future strategies for waste/cleansing services.</p> <p>Explore needs-based resourcing models for services</p> <p>Develop and strengthen service performance targets to ensure high service standards.</p> <p>Explore different operating models for service delivery.</p>	<p>Assistant Director for Stronger and Safer Communities</p> <p>CLlr Chandwani</p>	April 2024
Improved waste and recycling facilities for residents and businesses	<p>Borough wide bin audit of all bins (litter and waste/recycling)</p> <p>Number of waste/recycling capacity checks undertaken</p> <p>Number of bins installed</p> <p>Number of bins repaired</p> <p>Number of signs installed</p> <p>Number of people engaged with about facilities</p>	<p>Undertake a bin audit borough wide to quantify gaps/service improvements for all bins (litter and waste/cleansing).</p> <p>Assess waste/recycling capacity requirements for HMO's.</p> <p>Continue roll out of new/refurbished bins.</p> <p>Explore alternative bin options (reversible bins) to increase participation in recycling services.</p> <p>Install further foot pedal operated food waste bins for properties with communal bins.</p> <p>Seek funding through impending new legislation (Consistency in Household and Business Recycling -</p>	<p>Assistant Director for Stronger and Safer Communities</p> <p>CLlr Chandwani</p>	<p>Bin Audit Summer 2023</p> <p>Ongoing roll out to April 2024</p>

		New Burdens) to develop kitchen waste recycling facilities for flats above shops.		
Reducing dumping and environmental crime	<p>Number of fixed penalty notices issued.</p> <p>65% of fixed penalty notices paid annually.</p> <p>Number of prosecutions submitted.</p> <p>Number of joint enforcement operations.</p> <p>Wall of Shame updated monthly.</p> <p>Fortnightly Enforcement appeals for information.</p> <p>Fortnightly success stories.</p> <p>Number of business waste inspections / notices / FPN's served.</p>	<p>Undertake weekly litter enforcement operations around high footfall areas, Town Centres, Transport Hubs and dumping locations identified through Local Intel and data analysis.</p> <p>Monthly Enforcement operations around fly tipping hot spots, that include engagement with residents & business on responsible waste disposal.</p> <p>Prosecution files for litter & fly tipping offences submitted to legal department for court action, monthly.</p> <p>Monthly website / twitter appeals to the public using council CCTV footage clips to help us catch fly tippers.</p> <p>Monthly publication of successful enforcement (FPN's issued / waste issues resolved) outcomes via the council's website, twitter etc.</p> <p>Focused fortnightly Duty of Care Inspections carried out on businesses in areas where commercial fly tipping and waste issues are being reported.</p>	<p>Assistant Director for Stronger and Safer Communities</p> <p>Cllr Chandwani</p>	<p>February 2023 ongoing</p>
Enforcement Co-production	<p>Number of Neighbourhood (NWW)Waste Watch programs rolled out across the borough.</p> <p>Monthly publicity showcasing joint positive outcomes.</p> <p>Fortnightly work with Community (CP) Payback.</p>	<p>Design Neighbourhood Waste Watch webpage to promote and encourage residents to sign up to be the council's eyes and ears for their area and work in partnership with the council to tackle fly tipping and environmental issues.</p> <p>Regularly publicise NWW activities and positive outcomes.</p> <p>Develop a fortnightly program of activity for CP to carry out waste clearance, litter picking and other relevant work on areas of unadopted land where litter,</p>	<p>Assistant Director for Stronger and Safer Communities</p> <p>Cllr Chandwani</p>	<p>CP from February 2023</p> <p>NWW from March 2023</p> <p>Phone box survey from January 2023</p>

	<p>Boroughwide survey to identify run down phones. Number of phone boxes condition improved or removed.</p>	<p>dumped waste and other environmental crime has been reported. Develop we page that allows residents to identify and pinpoint locations where run-down phone boxes are located. Use the information to require phone box operators to take action to improve the condition or removal of the phone box</p>		
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Theme 3: Children and young people

Our vision is one in which all of Haringey's children and young people achieve their potential. To do this, we will invest in activity to help us achieve the three high level outcomes of 'Best Start to Life', 'Happy, healthy and secure childhoods', and 'Successful Futures' on top of our firm commitment to continuously improving our statutory children's social care functions. Decisions about how we deliver these are made against a backdrop of increasing demand on children's social care, funding pressures on schools and uncertainty about future demand and outcomes, including as a result of the Covid-19 pandemic on children and young people's family lives, educational attainment, mental and physical health.

Our commitment to the **best start in life** is set out in our draft Early Years Strategy, a final version of which will go to Cabinet in early 2023. This recognises the well evidenced importance 0-two years in shaping life outcomes through childhood and into adulthood. It sets out our ambition for an integrated and better-coordinated early years offer for young children, their families and carers. This includes commitments to greater partnership with our parents and carers; investment in work to promote positive attachment, speech and language development; narrowing early years attainment gaps; tackling the causes of health inequalities; and, joined up service delivery.

From age two to 19 (or 25 for young people with SEND), our commitment to supporting **happy, healthy and secure childhoods**, is reflected in our ongoing work to support early years education providers and schools to offer the best possible education, and to ensuring that children and young people, whatever their circumstances, achieve to the best of their abilities. It is also about supporting good mental and physical health and reducing the impact of youth violence on our young people.

Our commitment to ensuring **successful futures** is underpinned by activity to ensure that all young people will be able to access routes to achievement and success and feel prepared for adulthood, and to reducing the numbers of children and young people whose futures are impacted by contact with the youth justice system.

We are clear that to deliver on all these ambitions, we need to ensure that the voice of children and young people, their parents and carers, and organisations that work with them, are at the centre of what we do, and to ensure that children and young people getting equitable access to support they and their families need. An emphasis on prevention and early help cuts across everything we do, in recognition of the importance of working with families to identify issues early, before they escalate and require specialist intervention; and, in strength-based working, as set out in our early help strategy.

Linked strategies and action plans

- [Young People at Risk Strategy](#)
- [Young People at Risk Action Plan](#)
- [Early Help Strategy](#)
- [Draft Early Years Strategy](#)
- [Send Strategy consultation](#)
- [ICS Start Well strategy](#)

Theme	Children and Young People
CLT Lead	Ann Graham - Director for Children's Services
High Level Outcome 1	Best Start in Life - The first few years of every child's life will give them the long-term foundation to thrive
High Level Outcome 2	Happy Childhoods - All children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family networks and communities
High Level Outcome 3	Successful Futures - Every young person, whatever their background, has a pathway to success for the future

Best Start in Life				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
An increased number of families from underrepresented groups are benefitting from the free childcare entitlement resulting in better early years outcomes	Increase in number of children accessing the free entitlement childcare. (Increased number of children from underrepresented communities accessing free entitlement).	Develop a communications and marketing campaign to raise the awareness of the free entitlement throughout the borough. Develop an outreach programme to engage with the Turkish, Somali and Jewish communities to understand and respond to their childcare needs. This activity will help to deliver a comprehensive picture of information on childcare provision within Haringey.	Assistant Director for Children's Commissioning and Programmes Cllr Brabazon	April 2023
More children under 5 who need support with language and communication	% achieving a good level of development - communication and language	Complete the review of speech, language and communication offer in Haringey. Develop a strategy and action plan.	Assistant Director for Children's Commissioning and Programmes	January 2024

skills are receiving early support to be confident communicators.	Reduction of under 5's with EHCP with a primary diagnosis of SLCN	SLT pathway developed, providing a graduated response across a universal, targeted and specialist pathway (moved, was outcome). This will lead to a Business Case, Written Pathway, Training Offer, Policy & Procedures, Information Materials.	Cllr Brabazon	
Autism assessment waiting times for children are reduced and there is an improved support offer for families whilst they are waiting	Average waiting times for 0-5-year-olds will reduce from c.39 to 35 weeks by April '23 Average waiting times for 6-18-year-olds will reduce from c.85 to 40 weeks by April '23	Work with health colleagues to support professionals working with children to be confident around autism processes and pathways. Work with health colleagues to improve communications to parents following a referral for an autism assessment. Work with health colleagues to ensure there is effective support for families whose children have social and communication difficulties and do not yet have a diagnosis. This work will result in the development of a Comprehensive training package and expanded capacity in face-to-face assessments for all ages. We will also deliver new Autism assessments in CAMHS services at BEHMHT and a digital assessment option via Healios. There will be a further increase in capacity with investment to expanded services in borough with test "vouchers" for people to access private providers. Finally, we will continue the codesign the process with parent / carers in Haringey and start to engage young people themselves.	Assistant Director for Children's Commissioning and Programmes Cllr Brabazon	April 2023
Our early years local offer to all parents and	Website is updated to provide more accessible	Review our early years digital offer, ensuring up to date and relevant information and resources are easily	Assistant Director for Children's	April 2024

families is improved, providing clear information, advice and guidance easily accessible	information for parents. Digital app is developed.	accessible and available. This will ultimately lead to a web offer that is accessible to all.	Commissioning and Programmes Cllr Brabazon	
An increased number of children with SEND are accessing their statutory entitlement in a high quality inclusive early years setting.	Number of children with SEND in Early Years Education	Review the inclusion funding system and process to ensure it provides swift access to additional support for children with emerging needs or SEND that follows the child based on their need. This will allow more children with SEND to access their statutory entitlement and receive the care they need.	Assistant Director for Early Help, Prevention and SEND Cllr Brabazon	April 2024
More SEND children at Early Years stage are receiving good outcomes	Number of children with SEND in Early Years Education % of SEND children in good quality Early Years Education Early years outcomes including school readiness	Review the inclusion funding system and process to ensure it provides swift access to additional support for children with emerging needs or SEND that follows the child based on their level of need and take action where necessary. From this we expect to see more children with SEND accessing the support that will help improve outcomes within Early Years and Early Years Education.	Assistant Director for Early Help, Prevention and SEND Cllr Brabazon	April 2024
More children achieve health and wellbeing outcomes, supported by services and provided by the	This is measured against the national & local targets set for the services. % of children receiving a development review by age 2 ½	Increase reach to families at key points in a child and parent/s journey. Continue to work with our provider to ensure all PH activities are at the right level and quality. Screening tests, immunisations, developmental reviews and information and guidance	Assistant Director for Public Health Cllr Brabazon	March 2024

Healthy Child Programme		These activities will help us to reduce health inequalities, including addressing the wider determinants of health through children and young people's journey 0-19 years.		
More vulnerable parents are receiving the help they need in their children's early years via sustained home visiting	Interventions & targets set by National MECSH Programme. % new birth visits completed by health visitors within 14 days % of 12-month reviews completed by 15 months	Vulnerable Parent Pathway- Maternal Early Childhood Sustained Home Visiting (MECSH) in Early years. Work with health provider to implement and embed MECSH - phase 1. Phase 2 - will see the roll out of key elements of MECSH across non health early years settings. This will achieve a common, whole system and transformational change in how families are supported who have additional needs, thus reducing the need/reliance for statutory services.	Assistant Director for Public Health Cllr Brabazon	October 2024 (Completion) Ongoing (Monitoring/BAU)

Happy Childhoods				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer/Cabinet Member	Target Delivery Date
Parents and carers increasingly feel they are recognised as equal partners in developing and delivering SEND services.	1. Established Parent Carer Forum 2. PCF reps at SEND Executive and key subgroups (PFA, Health, Co-production & Local Offer, EHCP/AR) 3. Established Co-production meetings for EHCP's	1. SEND Transport Learning Review (2022) 2. SEND Newsletter feedback (ongoing) 3. Annual Voices Day (Mar 23) 4. SEND engagement events with Cabinet member CYP Schools & Families (ongoing) 5. Various consultations e.g. PFA Strategy (Summer 22), Travel Assistance (Summer 22) Policy, Safety Valve (Oct/Nov 22) 6. SEND Youth Forum being developed (2023) All engagement will result in us gathering and exploring relevant issues pertaining to SEND services.	Assistant Director for Early Help, Prevention and SEND Cllr Brabazon	June 2023
More parents are aware of, and take up, our local school holiday offer, particularly from those who would benefit most from this provision.	Take up of holiday activities increases	Use web offer and local spaces to raise awareness of holiday schemes and activities. Work with schools to engage with children and parents ahead of holiday periods. The aim of this is to improve access to holiday schemes.	Assistant Director for Schools and Learning Cllr Brabazon	April 2024
Robust Travel Assistance Policy is in place with a range of travel assistance options.	Travel Assistance Policy complete Staff training metrics	1. Travel Assistance Policy - Public consultation (Summer '22) 2. Re-procurement of transport (Summer '22) 2. Parent Liaison Officer recruited (Sept '22) 3. Review of SEND Transport Operations (2023)	Assistant Director for Early Help, Prevention and SEND	April 2023

Competent and well-trained staff with good communication with parents and carers.		4. Implementation of TA policy (Nov '22) We will then consistently deliver a sustainable, assisted travel service with well trained staff.	Cllr Brabazon	
Children with SEND are supported to thrive and achieve the best educational outcomes and health and care packages	95% of EHCP plans audited rated as compliant EHCPs completed within 20 weeks is comparable with statistical neighbours (59.9%) Haringey will have a successful inspection outcome when next inspected.	1. Quality Assurance process developed. 2. Performance dashboard developed. 3. Dedicated role within health and social care to support improvement (DSCO and DCO role). 4. Embed the ordinary offer of education which sets out how schools will support children with SEND. 5. Investment in SEND Statutory Assessment Team. Consequently Education, Health and Care plans will evidence both good quality of provision, outcomes and are legally compliant.	Assistant Director for Early Help, Prevention and SEND Cllr Brabazon	April 2023
An integrated, multi-agency approach to support both pre- and post- birth and childhood through enhanced children's centre partnerships and locality based 0-19 Family Hubs has been developed and is embedded locally	Triangle Children's Centre is launched as a new Family Hub	1. DFE funding secured (Oct '22) 2. Stakeholder engagement to inform implementation plan (Oct - Dec '22) 3. Implementation plan developed (Dec '22) 4. Hub development (Jan - Jun '23) Children, Young People and Families will have access to Family Hubs	Assistant Director for Early Help, Prevention and SEND Cllr Brabazon	July 2023

Successful Futures				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer/ Cabinet Member	Target Delivery Date
More young people from disadvantaged groups are able to access higher education	No. of young people who wouldn't normally access higher education who are able to do so with the help of the council's John La Rose scheme (the bursary scheme).	By delivering the John La Rose Bursary award (that financially supports young people through the three (or more) years of their education degree). Also, to use some of the funding to provide mentoring and support to young people from year 9 upwards to inform about university and options, and to provide mentoring to students through the application to university process and through their degree. The project aims to help 30 young people go to university with our John La Rose scholarship programme. At the scheme's inception, the 10 number increased to 12 per year (36 in total, assuming a three-year degree course) and from 2022, the number increased to 14 in any year (42 in total assuming a three-year degree course).	Assistant Director for Schools and Learning Cllr Brabazon	April 2024
Children in Care from global majority communities are better supported through services and by foster carers in a way that develops and reinforces a positive sense of identity and belonging.	Young people tell us they feel supported by their careers and services Monthly case audits show that care plans reflect children's lived experience and are sensitive to children's identity and cultural needs	Social workers identify needs through looked after children reviews Social workers work with foster carers and services to ensure support is sensitive to these needs and cultural differences Social workers ensure this is set out in care plans and regularly reviewed These factors should inform culturally sensitive care plans	Assistant Director for Safeguarding and Social Care Cllr Brabazon	April 2024
The numbers of young people aged 16 and 17 whose education,	% young people who are NEET is comparable with statistical neighbours.	Good quality information, advice and guidance (IAG) in schools.	Assistant Director for Early Help, Prevention and SEND	March 2023 (Annual Target)

employment and training status are unknown is reduced.	% young people (16 and 17 yr olds) in Education, Employment & Training. Reduced/improved level of young people with Unknown status comparable with statistical neighbours.	Dedicated Education, Employment and Training (EET) support in place for vulnerable young people e.g.) SEND, Care Leavers, Youth Justice. Dedicated SEND Case officer for Vulnerable YP. Bespoke Action Plan for those Not in Education, Employment & Training (NEET). This should result in the vast majority of young people in some form of education, employment and training.	Cllr Brabazon	
More young people with SEND are successfully moving into employment, with support from the council.	SEND Education data No. of young people with SEND in employment No. of internships created for young people with SEND	Build greater awareness of SEND offer. Dedicated SEND support within schools and from local officers. Education, employment and training support is available to young people with SEND. 65 internships for young people with SEND. Improve the number of young people with SEND in employment.	Assistant Director for Early Help, Prevention and SEND Cllr Brabazon	April 2024
More young people can access high quality information, advice and guidance relating to employment	Reduction in YP claiming benefits Increased Youth employment	Specialist YP employment support. Apprenticeship advice provision. Project 2020. GLA career Hub. 65 Internships for young people with SEND.	Head of Employment and Socio-Economic Regeneration Cllr Jogee	March 2024
An increased number of young people are meeting educational attainment goals	Attainment and achievement KPI's	Our data outcomes from KS1 up to KS5 are monitored and challenged via Schools and Learning Officers and via the Haringey Education Partnership (HEP) who are under contract to the LA to deliver school improvement. There is a particular focus on BAME achievement and closing/eradicating the achievement gaps that we see with black African Caribbean boys and Turkish boys (among others).	Assistant Director for Schools and Learning Cllr Brabazon	April 2024

Theme 4: Adults, health & welfare

Our vision is for Haringey to be a place where everyone can live healthy and fulfilling lives and feel connected and safe in communities where people support each other. To do this we will build on our statutory adult social care and public health functions to provide additional services that support those most in need and improve the health and wellbeing of all Haringey residents. We will prioritise this because our communities are our greatest asset and good health and wellbeing with a strong safety net of support is the basis for positive outcomes in education, employment, civic participation and more. Additionally, closing the gap in health outcomes across the borough is essential to our broader ambition to address inequality in Haringey.

The decisions about where we invest are undertaken against a backdrop of ongoing growth in demand and potential demand, including as a result of the ongoing impact of Covid-19 on our population health. In 2021, for example, 16% of residents said they had a long-standing illness, disability or infirmity, which is a significant increase of 3% from 13% in 2018. Investment also needs to reflect a context where we have high levels of population health issues, with significant health inequalities and high rates of income deprivation. In the most recent Residents Survey 29% said good physical health was the most significant driver for wellbeing, this was by a wide margin the most common response showing just how important it is to our residents.

To achieve this vision, we will pursue changes across the following outcome area. Firstly, **Healthy and Fulfilling Lives**, as part of which all adults can live healthy and fulfilling lives with dignity, staying active, safe, independent and connected in their communities; and, secondly, **Good advice and Support** – Low-income residents will receive accessible, non-stigmatising and holistic advice and support to prevent or reduce debt and address the underlying causes of financial hardship.

These focus areas are intended to capture not only our statutory adult social care responsibilities but our ambitions beyond them where we will not simply support people to live, we will support them to thrive in their communities. They are also in response to the cost-of-living crisis driving more and more low-income families into debt, food and fuel poverty. This, combined with differential levels of access to services across the borough, such as health and social care, digital technology and exercise, contribute to poor health outcomes in some of our most deprived communities.

In pursuing these changes, we will take a resident-first approach putting them at the heart of decision-making and service design so that they have a say in how they want to exercise, access services and receive support. We will work in partnership across the council and with community groups to provide holistic support to residents at a local level that focuses on early intervention and prevention to target the underlying causes of poor health and financial hardship. To build strong communities, we will facilitate and enable the voluntary and community sector organisations who know the needs of their areas best and provide support to residents in a way that keeps them at home, independent and connected to their communities for as long as possible.

Linked strategies and action plans

- [Health and Wellbeing Strategy](#)
- [Joint Mental Health and Wellbeing Framework](#)
- [ICS Age Well Strategy](#)
- [Haringey Healthy Weight Strategy](#)
- [SEND Preparation for Adulthood Strategic Action Plan](#)
- [Haringey Strategy for Tackling Debt](#)
- [Physical Activity and Sports Strategy](#)
- [Haringey 10-year VAWG strategy](#)

Theme	Adults, Health and Welfare
CLT Lead	Beverly Tarka - Director of Adults, Health and Communities
High Level Outcome 1	Healthy and Fulfilling Lives - All adults are able to live healthy and fulfilling lives, with dignity, staying active, safe, independent and connected in their communities
High Level Outcome 2	Advice and Support - Low-income residents will receive accessible, non-stigmatising and holistic advice and support to reduce debt and address the underlying causes of financial hardship

Healthy and Fulfilling Lives				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer/ Cabinet Member	Target Delivery Date
Greater use of leisure centres and parks, by a wider section of the community, to help everyone pursue and maintain a healthy lifestyle.	Numbers attending programmes e.g. Leisure centres, GOGA (Get Out Get Active for Disabled and non-disabled people to do things together), Holiday Programmes including Holiday Activities and Food Programme, People Need Parks, Wellbeing Walks, Haringey Football Development Plan data, relevant Smarter Travel data such as programmed cycle rides, Socio - Economic regeneration projects in NP and BWF etc.	<p>There will be a wider range of inclusive sports and activities, including:</p> <ul style="list-style-type: none"> • Developing a Keep Haringey Fit campaign including co-producing regular cycling, running and other sports and classes for the over 50s • People Need Parks Activity Events • A Physical Activity and Sports Strategy (Renewal in 2023) focusing on 'How do we employ our parks to deliver health and wellbeing activities' Coproducing with specific underserved groups (over 50s, Disabled people, Women and girls ages 16-40) • A number of interrelated activities and services are in place. E.g. Discount access 	<p>Assistant Director for Direct Services</p> <p>Cllr Davies</p>	April 2024

	<p>Parks & Greenspaces Strategy - measures relating to user profiles, overall usage and community group participation</p> <p>Sport England Active People Annual Survey data for % of Active, Partially Active and Inactive People in Haringey. Collect relevant Haringey physical activity data from partners such as: Our Parks, Park Run, Active Change Haringey, Disability Action Haringey, London Cycle Campaign (Haringey branch), Tottenham Hotspur Foundation</p>	<p>to the leisure centres for disabled people, GOGA Project activity, holiday programme activity, specific activities at the leisure centres e.g. autism swimming, Changing Places toilet installations - and a range of other offers from partners.</p> <ul style="list-style-type: none"> • Engagement and co-production with our residents to find out what they like to do and how they would like to take part • Communications to show the link between what the residents have asked for and what we do <p>The primary aim will be to establish a new Physical Activity and Sports Strategy by April 2024, including consideration of the views of the Environment and Community Safety Scrutiny Panel and the Children and Young People's Scrutiny Panel, as well as the organisations listed left.</p>		
<p>Improved mental wellbeing and a decrease in the stigma around mental health.</p>	<p>Increase in number of residents taking part in community-based activities to support social connectedness, wellbeing and mental health.</p> <p>Increase in number of residents who are aware of and can access the mental health support available.</p> <p>Empowering residents to maintain mental health and</p>	<ul style="list-style-type: none"> • Produce a great mental health day. • Develop wider mental health and wellbeing activities throughout the year. • Communications package to promote digital mental health support for everyone who needs it. 	<p>Director of Public Health</p> <p>Cllr Das Neves</p>	<p>Great Mental Health Day will take place on 27th January 2023.</p> <p>World Suicide Prevention Day (10th September 2023) and World Mental</p>

	wellbeing and be able to access the appropriate support when needed.			Health Day (10th October 2023) will be promoted. Digital Mental Health support will be promoted on an ongoing basis.
A reduction in levels of violence against women and girls.	Police crime data- Reduction in the rate of domestic abuse- violence with injury. Number of homelessness approaches for domestic abuse. Number of staff trained around VAWG. Amount (£) of income generated to fund VAWG work in the borough. Number of commissioned and directly delivered specialist services for survivors with protected characteristics.	<ul style="list-style-type: none"> • Provide holistic support for women who are victims of violence from early intervention, crisis response and recovery. • Targeted inclusive support services - specialist support for BAME, disabled women, LGBTQ+ survivors, and women facing multiple disadvantage. • Train Haringey staff to recognise the signs of domestic violence and emotional abuse and know how to refer people to support. • Develop awareness campaigns aimed at holding perpetrators of VAWG to account. • Finalise a VAWG commissioning plan and recruit a new VAWG commissioner. • Consultation and Co-production of VAWG services. • Secure additional funding for safe accommodation. • LGBTQ+ Independent Domestic Violence Advisor already in place. 	Assistant Director for Communities and Housing Support Cllr Das Neves	LGBTQ+ IDVA service commences - Autumn '22 Commissioning Plan Finalised – Summer '23 Consultation published – Autumn 23/24 Procurement process takes place - Spring 2024

<p>Working with migrant, asylum seeking and refugee residents to deliver on the objectives set out in Haringey's Welcome Strategy</p>	<p>TBC</p>	<p>Delivery of funded schemes - ARAP / ACRS / HfU / Hong Kong BNO scheme, including practical and social / integration support</p> <ul style="list-style-type: none"> • Three Welcome Hubs providing practical and integration support to refugees, migrants and people seeking asylum based on a partnership model between VCS lead organisations, the Resettlement Team, and relevant services • Reviewing access to healthcare for migrants with services and partners including Healthwatch • ESOL classes for resettled groups • Wrap around support provided to guests of Home Office commissioned accommodation in the borough • Collaboration with Community Tensions monitoring group to understand the experiences of local residents • VCS funding to provide cultural-sensitive integration support, for example through the Welcome Hubs and other services such as mental health provision • Collaboration between Mulberry Junction and the Resettlement Team to provide support and advice to people with no recourse to public funds • Audit in collaboration with London Metropolitan University on accessibility and experience of support for migrants in Haringey 	<p>Assistant Director for Communities and Housing Support</p> <p>Cllr Das Neves</p>	<p>Ongoing</p>
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		<ul style="list-style-type: none"> Processes to support people into PRS, including payment mechanisms BEAM pilot supporting 30 people into PRS and with access to employment • Up to date webpages outlining support available 		
Residents will feel more connected to their neighbours and feel they live in an area where people help each other.	<p>Number of mutual aid/neighbourhood groups supported/enabled by Connected Communities.</p> <p>Number of resident groups and bookings at Localities hubs.</p> <p>Number/Frequency/attendees at co-production activities and resident groups related to Localities, Welcome Strategy and Food Strategy.</p>	<p>This approach will be tested and developed as part of the Localities Trailblazer projects. Strong mutual aid groups and peer networks that work together, share data and support local communities.</p> <p>Improve information, advice and guidance network to have informal borough wide resident advisors able to provide advice and guidance to those in need in their communities. Work closely with migrants and refugees to implement our Welcome Strategy (see specific outcome on this.</p> <p>Bring together mutual aid leaders. Enable and facilitate the VCS.</p>	<p>Assistant Director for Communities and Housing Support</p> <p>Cllr Das Neves</p>	March 2024
Improved access by ensuring residents receive holistic support in their local area.	<p>Wood Green, and North Tottenham Localities Trailblazers.</p> <p>Number of VCS organisations involved in Localities trailblazers.</p> <p>Number of residents involved in Localities trailblazers. (After Yr1) Savings in Adult Social Care and Temporary Accommodation attributable</p>	<p>This approach will be tested and developed with the Localities Trailblazer.</p> <p>Development of an integrated 'front door', bringing the strengths of Connected Communities, Financial Support/Inclusion and Customer Services together at locality-level</p> <p>Resident voice is amplified in Localities programme, ensuring they have a say in how the programme develops.</p> <p>Improved integration of public service data, used by co-located health and council teams</p>	<p>Assistant Director for Communities and Housing Support</p> <p>Cllr Das Neves</p>	March 2024

	to multi-agency preventative work at locality level.	<p>who work together to support residents in a holistic way</p> <p>A connected information, advice and guidance offer with a focus on early intervention, prevention and wider determinants of health.</p> <p>The development of a local community Health and Well-being Network.</p> <p>Enable and facilitate the VCS.</p>		
A reduction in digital exclusion in the borough so all residents can benefit from the social, health and economic benefits of tech.	<p>ONS levels of internet access.</p> <p>Number of internet accesses in libraries.</p> <p>Number of attendees in digital skills courses.</p> <p>No. of digital inclusion initiatives in the borough and who they are supporting</p>	<p>Explore options to Develop Digital Inclusion strategy/action plan.</p> <p>Continue to grow and support digital inclusion staff and VCS network.</p> <p>Expanding online access through our libraries.</p> <p>Restart digital inclusion sessions in libraries working with partners such as Haringey Learns, Coffee and Computers and the council's Digital Inclusion officer.</p> <p>Deliver 'Out of the Box' digital inclusion project.</p> <p>Increase the number of free digital skills courses available to residents.</p> <p>VCS Digital Inclusion Working Group</p> <p>Seeking external investment in digital inclusion projects and initiatives and exploring how existing Council investment in VCS and other support services can achieve digital inclusion outcomes for residents</p>	<p>Assistant Director for Communities and Housing Support / Head of Libraries, Arts and Culture / Assistant Director for Regeneration and Economic Development</p> <p>Cllr Williams</p>	<p>Digital inclusion strategy/action plan - late 2023</p> <p>Digital inclusion sessions restarted - September 2022 with further work ongoing.</p> <p>'Out of the Box' - February 2023.</p>

Advice and Support				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Food poverty, food cultures and food opportunities will be a visible council priority. Food help will be easy to find, accessible and non-stigmatising.	<p>Levels of food poverty in the borough (LIFT).</p> <p>Uptake of healthy start vouchers.</p> <p>Percentage of those eligible for FSM who receive them.</p> <p>Number of households supported by Food Banks</p> <p>Number of households accessing advice, FST and other preventative support via referral from food banks</p> <p>Number of food related events and celebrations</p>	<p>Expand food network beyond food poverty groups to encompass all of food insecurity (local businesses, housing, community groups etc).</p> <p>Develop Food Security Strategy</p> <p>Map food poverty in the borough and affordability and access to nutritious and healthy food.</p> <p>Developing shared language around food security and celebration and working together on clear messaging for residents and partners.</p> <p>Review free school meal expansion to make sure it is having the best impact.</p> <p>Integration of food agenda within health and other areas</p> <p>Explore community cooperative solutions to food poverty (council's role as an enabler of the VCS to develop a food cooperative).</p>	<p>Assistant Director for Communities and Housing Support</p> <p>Cllr Davies</p>	Food Strategy - Summer 2023
Increased awareness of, access to, financial advice and support in the borough	Increased take up of financial information and advice	<p>This programme of work will include activity to increase residents' awareness of access to, financial information and support, including through:</p> <ul style="list-style-type: none"> • Ongoing promotion of Haringey Here to Help, with a focus on targeting communities who may be less aware of available support. • A campaign to increase welfare take up, using data and insight to target communications at those who we expect to most benefit. 	<p>Assistant Director for Resident Experience / Assistant Director for Strategy, Communication</p>	Implementation of Initiatives throughout 2023/24

		<ul style="list-style-type: none"> • Promotion of the benefits & budgeting calculator. • Ensuring all frontline staff have access to good training to support cases with basic welfare support. • Working on GLA campaigns like Debt Free London. • A review of all services providing welfare advice and support, including commissioned services, with a view to better coordinating these and maximising their impact. • A review of direct financial support provided by the council with a view to ensuring that all residents are able to access services in a dignified way, that support reaches those who need it, and that the impact of available resource is maximised. • A reinstatement of a partner helpline, to facilitate better coordinated support to residents in need and quicker resolution of issues. • Purposeful collaboration and coordination activity with partners, including via the Debt and Financial Hardship partnership. • Capacity building activity with voluntary and community sector partners, recognising the role they play in signposting, information giving, advice and support. 	<p>s and Collaboration</p> <p>CLlr Chandwani</p>	
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<p>A reduction in overall debt in the borough and less residents entering debt.</p>	<p>Households with rent and council tax arrears (LIFT) Household debt levels (LIFT) CTRS arrears LIFT financial risk levels - No. of households categorised in financial resilience categories 'at risk' and 'in crisis'</p>	<p>Explore additional financial support and review current measures. Explore options for expanding CTRS to support our most in need residents. Review Section 13A to ascertain if we can legally and financially provide Council Tax Support to those having escaped domestic abuse.</p>	<p>Assistant Director for Resident Experience Cllr Chandwani</p>	<p>Review options to widen support via Section 13A - April 2023.</p>
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Theme 5: Homes for the future

Our vision is of a borough where everyone has a safe, sustainable, stable and affordable home. We prioritise this as housing is a fundamental human right, and its availability and quality directly impact our residents' health, wellbeing, safety and financial stability. Housing also has broader implications for our ability to respond to the climate emergency, support residents during the cost-of-living crisis, address inequality and build strong communities.

In doing so, we need to recognise the context for housing in Haringey. More than one in five people in Haringey live in a home rented from the council or another social landlord; but more than a third of the Haringey population live in homes rented from a private landlord. One-fifth of council homes still do not meet the decent homes standard, and more than one home in every four rented from a private landlord in Haringey is in such poor condition that it presents a risk of harm to the health or safety of its tenants. 2,000 households on the housing register are living in overcrowded homes, and 2,700 households are homeless and in temporary accommodation.

To address these issues and achieve our vision, we will pursue changes across the following outcome areas:

- An **increase in the number and variety of high-quality and sustainable homes** in the borough.
- An **improvement in the quality of housing and resident services** in the social rented sector.
- An **improvement in the quality of the private rented sector**.
- A **decrease in homeless households and households presenting as homeless**, including those who sleep rough.

Haringey does not have the range of housing required to meet the diverse needs of our residents. Additionally, in the 2021 resident survey the two most significant drivers for happiness with housing were the condition of the building and the amount of space, highlighting the importance of housing quality to our residents. Most in Haringey will not be able to purchase a house in the borough, and a chronic shortage of genuinely affordable housing makes private renting impossible for many leaving them in temporary accommodation or sleeping rough.

As well as increasing the number of affordable homes, it is also vital that we get the right mix of housing in both the social and private sectors. The correct mix of size, wheelchair accessibility and sheltered accommodation is essential to tackle overcrowding in the borough and improve the quality of life for the thousands of households living in unsuitable accommodation. Additionally, many homes in the borough, particularly those privately rented are falling well below quality and energy efficiency standards and causing hardship and suffering for thousands.

Our residents know their area and need best. In pursuing these changes, we will prioritise working in partnership with residents to deliver homes, places and services, putting them at the heart of decision-making and shaping their communities. Also, in partnership, we will work with and educate landlords, encouraging them to improve the quality of their housing stock beyond the minimum decent standard and we will collaborate with other organisations to provide a service that targets the root causes and triggers of homelessness. Finally, we will unlock the broader benefits of housing; by expecting all developments in Haringey help tackle the climate emergency, improve the public realm and benefit the health and wellbeing of everyone, not just those who live there.

Linked Policies and Strategies

- [Housing Strategy](#)
- [New Local Plan](#)
- [Climate Change Action Plan](#)
- [Health and Wellbeing Strategy](#)
- [SEND Preparation for Adulthood Strategic Action Plan](#)

Theme	Homes for the Future
CLT Lead	David Joyce - Director of Place Making and Housing
High Level Outcome 1	Homes For the Future - Everyone has a home that is safe, sustainable, stable and affordable

Homes For the Future				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer/ Cabinet Member	Target Delivery Date
There will be more of the high quality and sustainable new homes Haringey's residents need	Overall number and mix of new homes, of all types, delivered in Haringey. New affordable homes delivered in Haringey	<p>The planning team will support housing developers to bring forward housing in the borough.</p> <p>Develop new local plan setting target % of affordable housing in the borough.</p> <p>An average of 1,592 new homes a year, of all kinds, will be built in line with our obligations under the London Plan.</p> <p>Ensure All new Homes in Haringey will be the correct mix of affordable, bedroom size and wheelchair accessible and developed to improve community space, green space and the public realm</p>	<p>Assistant Director for Planning, Building, Standards and Sustainability</p> <p>Cllr Carlin</p>	<p>Local Plan Engagement Q2 2023</p> <p>New homes to have been delivered each year</p>
The Council will continue to deliver more council homes for council rent	Number of new council homes for rent delivered by the council. New family sized homes (3+ bedrooms) delivered by the council.	<p>Council Housing Delivery Programme</p> <p>Taking a needs-based approach to building new council homes (including the need for 3+ bed homes) and ensure the needs of SEND young people and their families, disabled people and</p>	<p>Assistant Director for Housing</p> <p>Cllr Gordon</p>	By May 2024: Starts on site for 1,800 new council homes.

	<p>New 'bespoke' homes delivered by the council for residents in need of specialist housing (i.e. wheelchair adaptable and SEND homes designed around the needs of a specific eligible household whose needs are not met in our current stock).</p>	<p>others with bespoke need are a key part of the council's Housing Delivery Programme.</p> <p>Deliver 3,000 more council homes (by 2031) that are very close to zero carbon (75% reduction on building regs plus) and a number of schemes that exceed zero carbon.</p>		<p>Completed 30 homes designed to a household's specific needs ('bespoke' homes).</p> <p>May '24 aim for planning permissions for 50% of new council homes to have 3+ beds.</p>
<p>Our council homes will be of a higher quality</p>	<p>% homes at decent homes standard. Energy efficiency - average EPC across our stock. Satisfaction with repairs. Void performance. Housing Association performance data.</p>	<p>We will continue to work to ensure all council homes meet decent homes standard. We will improve the energy performance of our homes, working to ensure that our stock has an average EPC B rating by 2035 We will improve the quality of our repairs service. We will develop building safety cases for all of our high-risk buildings.</p>	<p>Assistant Director for Property Services / Assistant Director for Housing</p> <p>Cllr Carlin</p>	<p>From April '23 to April '24 we will have brought over 2,000 of our homes up to decent homes standard</p> <p>Housing Energy Action plan</p>

				<p>adopted January 2023</p> <p>92% satisfaction with repairs by May 2024</p> <p>Building safety cases for all of our high-risk buildings by September 2023</p>
<p>Provide reliable customer-focused services that we, our tenants and leaseholders can be proud of.</p>	<p>STAR survey results (survey of tenants and leaseholders)</p> <p>Housing Regulators Tenant Satisfaction Measures Standard: Achieving satisfaction in the following areas:</p> <ul style="list-style-type: none"> • Respectful and helpful engagement • Responsible neighbourhood management 	<p>Landlord Services:</p> <ul style="list-style-type: none"> • Use results of annual STAR survey to benchmark and improve performance. • Use survey feedback to identify co-production opportunities to develop and deliver service improvement plans. • We will increase satisfaction with our handling of complaints by doing what we say we will do and keeping residents updated. • We will improve our impact on estates through resident engagement and co-production plans designed to improve estate management services and standards. 	<p>Assistant Director for Housing Management / Assistant Director for Housing</p>	<p>Yearly improvement on the STAR survey baseline 2023 results And KPIs</p> <p>By Q4 2023/24</p>

		<ul style="list-style-type: none"> We will make sure service charges are fair and represent good value for money, and be open and transparent about our costs. We will embed a unified approach to income collection, reducing arrears and supporting residents to access services that maximise income and help avoid debt. Housing officers will sign post and refer residents to other services - to support health, wellbeing and financial resilience. 		
We will ensure that our council housing is allocated fairly to those in housing need and that we make best use of our stock	Fewer people living in homes that do not meet their need	Develop a new allocation system which is fair and fit for purpose, co-produced with tenants and people in temporary accommodation	Assistant Director for Housing Demand Cllr Carlin	December 2023
There will be an overall improvement in the social housing sector in Haringey	Performance metrics of all registered providers in the borough	We will strengthen partnership working with Housing Associations to drive up performance across the whole social housing sector, in terms of quality of homes, services to residents and satisfaction	Assistant Director for Housing Cllr Carlin	Agreed format for regular meetings and information sharing by September 2023
There will be an improvement in the Quality of the	Number of licence applications	Expand our landlord licensing scheme to ensure renters have a safe and warm home and prevent overcrowding.	Assistant Director for Stronger and	April 2024

Private Rented Sector	Number of compliance inspections undertaken Inspect all complaints regarding damp and mould Number of formal actions taken Formal actions against high risk (Category 1).	Ensure all renters know their rights and can hold landlords to account. Selective Property licensing scheme with a requirement for any landlord letting a property in the east of the borough to a single household or two unrelated sharers to have a licence to legally operate. Continue or revise HMO licensing scheme.	Safer Communities Cllr Carlin	
There will be a decrease in the number of families who need to live in temporary accommodation.	Number of households living in temporary accommodation. Prevention and relief performance (h-clic returns) Partner agency performance on homelessness prevention	Monitoring of Homelessness Case Level Collection data (h-clic returns) which tracks local authority homelessness activity. Equip all council services to give information to people at risk of homelessness and link to specialist services Develop relationships and joint initiatives with homeless, health, criminal justice, advocacy and advice groups in the borough. Co-production of a Homelessness Strategy with residents and partners.	Assistant Director for Housing Demand Cllr Carlin	April 2024
Further development of supply options to support the avoidance of temporary accommodation where possible	No. of households supported into the private rented sector. No. of families living in B&B	Working with Capital Letters and private sector landlords to secure sustainable lets in the private sector. Continued growth of the HCBS. Development of additional in-borough Lodge provision.	Assistant Director for Housing Demand Cllr Carlin	April 2024

<p>but ensuring the quality of TA supply when needed.</p>	<p>No. of properties acquired and leased to the Haringey Community Benefit Society.</p> <p>No. of new TA units developed in our own ownership.</p>	<p>Conversion of Council owned assets into temporary and settled housing options.</p> <p>Develop and commission safe and affordable supply options and tackle problematic and unsafe exempt-accommodation and private hostels.</p>		
<p>There will be a co-ordinated and compassionate response single adults who are facing homelessness.</p>	<p>No. of homelessness preventions for single adults.</p> <p>No. of people who are leaving prison or hospital who are supported with a planned move.</p> <p>No. of single survivors of domestic abuse supported via homelessness interventions.</p> <p>No. of single adults accessing supported housing and other housing support interventions, including as an alternative to temporary accommodation.</p>	<p>Improved multi-agency input in personalised housing plans, to secure wraparound community and financial support & maximise access to housing support.</p> <p>Strengthened prevention support for single adults, including maximising move-on options, access to rent deposit schemes and intervention in evictions.</p> <p>Ensure the new Homelessness Prevention Board has a focus on all forms of homelessness.</p> <p>Continue to commission and deliver a wide range of supporting housing and housing support for vulnerable at-risk groups, including young people, women, LGBTQ+ and adults with learning difficulties and mental health.</p> <p>Tenancy sustainment and move-on offer for people living in our hostel pathways.</p> <p>CAS3 Project – interim and settled accommodation pathway for prison leavers.</p>	<p>Assistant Director for Housing Demand / Assistant Director for Communities and Housing Support</p> <p>Cllr Carlin</p>	<p>April 2024</p> <p>HPB in place by Autumn 2023</p>

	A reduction in TA usage and length of stay for single households.	Advice and Support offer for single adults in TA		
There will be a decrease in rough sleeping in the borough	<p>No. of people rough sleeping (flow/stock/returners)</p> <p>No. of rough sleeping preventions</p> <p>No. of people rough sleeping following hospital discharge or prison release</p> <p>No. of unique visitors to Mulberry Junction (and demographics)</p> <p>No. & time period of people supported into accommodation off the street</p>	<p>Bi-monthly street counts</p> <p>Mulberry Junction delivery</p> <p>Clarendon Hub service opening</p> <p>Supported housing pathway commissioning, contract management and direct delivery.</p> <p>New or reconfigured supported and specialist accommodation provision via relevant capital and revenue grants programmes</p> <p>Continued investment and improvement in Out Of Hospital Care service.</p> <p>Safeguarding and Homelessness multi-agency training and Community of Practice offer to embed learning from fatality reviews and safeguarding adult reviews.</p> <p>Continued development of our support and housing offer to people rough sleeping with immigration restrictions.</p>	<p>Assistant Director for Communities and Housing Support</p> <p>Cllr Carlin</p>	<p>Rough Sleeping Strategy (Feb 2023)</p> <p>Out of Hospital Care Service (April 2023)</p> <p>Clarendon Hub (May 2023)</p>

Theme 6: Safer borough

Our vision for Haringey is of 'a borough where all residents and visitors feel safe and are safe'. To make this vision a reality, we will use the full range of levers available at our disposal to facilitate the underlying conditions for greater community safety. We know that not all residents feel equally safe, and indeed, that not all residents are equally safe, with differences by neighbourhood, ethnicity, socio-economic status, age and gender. We must therefore take a targeted approach to tackling insecurity and feelings of insecurity across the Borough, focussing our efforts on particularly vulnerable cohorts. Many of these actions will be guided by a new Community Safety Strategy ,and Hate Crime Strategy; as well a refreshed Young People at Risk Strategy.

There are a number of activities we will prioritise to recognise the role that strong communities play in community safety. We will use our levers in the planning system to ensure that our local spaces are designed in a way which strengthens social connections and encourages positive interactions. To ensure that this process is properly equitable and participatory, we will involve groups and demographics who are seldom heard in design and management of public spaces. Similarly, we will support the networks and groups which build and maintain social capital and connections across our neighbourhoods, including through facilitating activity in council-owned assets. For women and girls, who are particularly vulnerable to certain types of crimes, there are actions focussed on reducing risk and holding perpetrators to account. For our most vulnerable young people, at risk of becoming involved in Serious Youth Violence, we will continue to take a public health approach.

Where community safety relates to enforcement and the law, we know that for some of our communities there is significant work to be done to rebuild trust and confidence in both the council and Police. We know that among our Black residents, trust in both the council and the Police is significantly lower than for other ethnic groups. This area of the Corporate Delivery Plan contains actions intended to begin improving these relationships between the community and the Police.

Where residents don't feel like the council is doing all it can to keep them safe, we will make efforts to make our enforcement action more visible and responsive to public concerns.

Linked Policies and Strategies

- [New Local Plan](#)
- [Health and Wellbeing Strategy](#)
- [Haringey 10-year VAWG strategy](#)
- [Young People at Risk Strategy](#)
- [Young People at Risk Action Plan](#)

Theme	Safer Borough
CLT Lead	Barry Francis - Director of Environment and Resident Experience
High Level Outcome	A Safer Borough - A borough where all residents and visitors feel safe and are safe.

A Safer Borough				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer	Target Delivery Date
New developments which encourage increased community connections, and positive social interactions	Healthier and safe developments	<p>Work with residents to use creative ways to design developments that promote healthier activities and deter antisocial behaviour. With a focus on our own developments including HRW, Ashley Road depot and Gourley Triangle.</p> <p>Updated adopted New Local Plan policy on design for healthier and safer developments.</p>	<p>Assistant Director for Planning, Building Standards and Sustainability / Assistant Director for Regeneration and Economic Development</p> <p>Cllr Carlin</p>	2024
Public confidence in the Police is improved, particularly for young black men	MOPAC Public Attitude Survey Residents' Survey Trust and Confidence survey with schools years 8-11	<p>Facilitate a borough-wide discussion between police and residents about Stop and Search, under MOPAC's current programme of work. Twin track approach:</p> <ol style="list-style-type: none"> Partnership working with Police being led through Children's Services, with a focus on improving stop and search practice for young black men particularly, through adopting a contextual safeguarding approach. 	<p>Assistant Director for Stronger and Safer Communities</p> <p>Cllr Jogee</p>	October 2023

		<p>MOPAC leading on cross-London engagement with wider communities (i.e. not just young people) on stop and search and relationships with Police. This will involve a series of local consultation events, call for evidence and workshop events. Haringey to help facilitate but pending clarification of role.</p> <p>2. Continuing advocacy for reform of policing to rebuild trust between the police and Haringey residents.</p>		
Improved street lighting in the borough	<p>Percentage of highway lighting controlled by a central management system (CMS)</p> <p>Number of additional streetlights provided</p>	<p>Ongoing roll-out of LED lighting on estate roads.</p> <p>Completion of the roll-out of the CMS.</p> <p>Street lighting column replacement programme.</p> <p>Increasing street lighting provision to ensure greater consistency of lighting provision.</p> <p>Funding and programme identified in the annual Highways and Street Lighting Investment Plans and the 2022/23 and 2023/24 programmes delivered by April 2024.</p>	<p>Assistant Director for Direct Services</p> <p>Cllr Chandwani</p>	April 2024
Improved visibility, perception, transparency, understanding and confidence in enforcement services	<p>Programme wide:</p> <p>Number of concerns raised.</p> <p>Number of Enforcement Hubs.</p> <p>Number of people engaged.</p>	<p>Enforcement hub established on a rolling programme across the whole borough. Hub comprises council enforcement officers providing information and reporting channels, including partnership work and crime prevention information.</p> <p>Presence of the Hubs will be aligned with Weeks of Action, in order to maximise impact. Weeks of Action comprise the focussed presence of multiple enforcement related services (e.g. ASB,</p>	<p>Assistant Director for Stronger and Safer Communities</p> <p>Cllr Jogee</p>	<p>Two weeks of action held Q3 2022.</p> <p>Further events to March 2023</p>

		<p>Community GOLD, Environmental Health, Regulatory Services, Home Improvement Services etc)</p> <p>These will be delivered as part of a rolling programme across different neighbourhoods (East and West), bi-monthly. Weeks of Action are intended to deliver an integrated, targeted response to neighbourhoods identified as having particular issues.</p> <p>Intention is to deliver a quick response, increase engagement and use intelligence gathered to improve service delivery.</p>		
<p>Strategic approaches to both vulnerable young people and community safety more broadly are refreshed</p>	<p>For the development of the strategic work: New Community Safety Strategy, including Action Plan Refreshed Young People at Risk Strategy, including Action Plan For the content of the strategies: Pending adoption of the new strategies, existing metrics from the Action Plans will be used to track progress.</p>	<p>Refreshed Young People at Risk strategy to be developed to reflect changed context including responding to the impact of the pandemic on young people in the borough. Underlying 'public health' approach to tackling serious youth violence by targeting, where possible, the underlying factors that lead people to become perpetrators or victims of violence, will be retained. Refreshed Community Safety Strategy to be developed. Initial scoping work has defined the following themes as an organising framework: Violence and high harm crimes; Violence against women and girls; Exploitation (including child sexual exploitation, child criminal exploitation, County Lines, trafficking, extremism, and modern slavery), Public Trust and Confidence; Reducing victims of</p>	<p>Assistant Director for Early Help, Prevention and SEND / Assistant Director for Stronger and Safer Communities Cllr Jogee</p>	<p>July 2023</p>

		crime and anti-social behaviour, Reducing Reoffending. Both strategies will be developed to ensure they are aligned and mutually reinforcing.		
Reduction in Violence against women and girls	Data gathered from awareness campaigns VAWG strategy updated Enforcement and VAWG services statistics	Run awareness campaigns aimed at identifying warning signs, increasing knowledge of what constitutes VAWG and holding perpetrators of VAWG to account. VAWG coordinator working with communications team to promote local and regional VAWG services and encourage victims to access support earlier. Update to the VAWG strategy by December 23 include local requirements of domestic abuse act.	Director of Public Health Cllr Das Neves	By end 2023
Vulnerable women and victims of VAWG have access to safe spaces	Increase in places where women feel safe. Planning for appropriate spaces/initiatives by April 2023 with VAWG team, parks and community safety.	Work with local businesses to establish safe havens for women that can easily be accessed at night in different geographic locations. Coordinate with VAWG lead(s)/strategy to take a joined-up approach. Data from the parks consultation is used to inform the areas where women feel most safe/are most at risk and look at potential solutions to this. New local spaces are designed with VAWG in mind.	Director of Public Health Cllr Das Neves	Parks consultation to be undertaken by Feb 2023 Wider work - end 2023
Safer Public spaces for women	Increase in places where women feel safe. VAWG and hate crime enforcement statistics Hate Crime/VAWG strategy	Utilise public health levers; working with residents and local community groups. VAWG input into Hate crime strategy. Delivery of the VAWG strategy.	Director of Public Health Cllr Das Neves	Ongoing

<p>Haringey is a place where hate crime is never tolerated but challenged, reported and dealt with appropriately.</p>	<p>Consultation with residents, stakeholders and businesses Hate Crime strategy (in development) Hate Crime Action Plan (in development aligned to strategy) Hate Crime Delivery Group Community Tensions strategic group Rate of racist and religious hate crimes reported</p>	<p>Raising awareness of hate crime and incidents amongst local communities, partners, schools and Haringey staff - training, educational resources and engagement events. Improve support for victims of hate crime & incidents - person-centred and holistic. Increase the reporting of hate crime by offering a range of outlets and third-party organisations which encourage reporting. Monitoring of community tensions to seek to understand local and community dynamics and identify potential or actual tensions for mitigation. Promote 'No Place for Hate' due diligence scheme for venue hire. Building understanding of hate crime - work with the police to collect data to analyse hate crime patterns, hotspots, perpetrators, and victim vulnerability so that we can take action to prevent incidents and crime. Establish a multi-agency panel to scrutinise hate crime cases where there have been negative outcomes.</p>	<p>Assistant Director for Stronger and Safer Communities Cllr Jogee</p>	<p>September 2023</p>
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Theme 7: Culturally rich borough

Our vision is for Haringey to be a place where arts, culture and heritage is celebrated, inspiring our residents and visitors and connecting them to our place and each other. Arts, culture and heritage will be woven through everything the council does through from place making, to how we invest in and maintain our cultural assets, to the way we work with our schools, businesses and communities.

We will prioritise this because of the role we know that arts, culture and heritage will play in helping us to build a vibrant and inclusive economy, welcoming and inclusive neighbourhoods and communities, and healthy and fulfilling lives for our residents.

Haringey has an enormous amount to build on, from historic buildings to cutting edge arts and culture; to being one of the UK's most ethnically diverse boroughs and with over 100 languages spoken – Haringey is brimming with its own unique arts and culture. We have a vast cultural offer, last year over seventy events from community festivals to art trails took place in our parks and open spaces; during the summer months over a million people visited our parks and open spaces; and our libraries are some of most visited in the UK.

We will work towards our vision by focusing on the achievement of two intermediate outcomes.

- **A distinct culture identity and offer:** Through celebrating and inspiring we will enhance Haringey's reputation and profile in London and beyond through its cultural organisations, venues, landscape, distinctive cultural identity and offer.
- **Increasing participation:** There will be an increase in resident, cultural sector and community collaboration and participation in arts & culture.

To achieve this vision, our starting point will be to develop an Arts and Culture strategy for the borough so that we have a clear articulation of what we want to achieve and how. We will not define what constitutes arts, culture and heritage: we will ask residents and visitors to help us do this. This strategy will be co-designed with our residents, communities, local artists, creatives and businesses, so that it truly reflects an inclusive view of arts, culture and heritage, and celebrates all of Haringey's diverse communities. It will build on previous conversations with residents which points to the importance of: creating spaces for all and increasing access to, and participation in, creativity, arts and culture; using art to promote community cohesion and wellbeing; connecting arts and culture to employment opportunities, especially for young people; and recognising the potential connections between art and environmental sustainability.

Linked Policies and Strategies

- [Good Economy Recovery Plan](#)
- [Employment and skills Recovery Action Plan](#)
- Arts, Culture, Heritage and Place Strand of Addressing Racism and Racial Discrimination Partnership Plan (Still in Draft) `

Theme	Culturally Rich Borough
CLT Lead	Jess Crowe - Director for Culture, Strategy and Engagement
High Level Outcome 1	Haringey will be a place where arts, culture and heritage is fostered, celebrated and valued, and is woven through everything the council does.

Arts, culture and heritage is fostered, celebrated and valued, and is woven through everything the council does.				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer/Cabinet Member	Target Delivery Date
The council will have a more fully developed vision for the role of arts, culture and heritage in the borough which reflects what is important to Haringey's diverse communities, creates wider opportunities for residents and attracts the interest of visitors	Completion of a Culture Strategy	<p>Evidence based strategy is produced through a co-design process with residents, businesses and other stakeholders.</p> <p>Development of strategy will feature:</p> <ul style="list-style-type: none"> – Data analysis, mapping, surveys and conversations to broaden our understanding of cultural participation and engagement in Haringey – Mapping to understand our creative and cultural sector – Work to better understand and develop approaches to eliminating the barriers and challenges faced by the sector – Increase opportunities for collaborative working through the development of framework and consultation plan – Identify examples of innovative approaches and best practise locally and beyond 	<p>Head of Libraries, Arts and Culture</p> <p>Cllr Davies</p>	September 2023

		<ul style="list-style-type: none"> – Developing a definition of culture which truly reflects the activities our communities like to take part in – An outline of how we will support growth in creative industries – Our vision for how the creative sector supports regeneration, place making, public realm, jobs and skills, and quality of life 		
Celebrating and inspiring will enhance Haringey's cultural reputation and profile in London and beyond.	<p>Increased profile of cultural facilities and activities in collaboration with key partners and communities enhancing Haringey's cultural reputation, evidenced through the evaluation framework developed via the new Arts and Culture Strategy</p> <p>Audience Agency art, museum, heritage attendance data</p> <p>Number of annual and one-off cultural events in the borough</p>	<p>Work with the local creative sector, partners and strategic bodies to increase the profile of local venues:</p> <ul style="list-style-type: none"> – Take a coordinated approach to national, London and local events working collaboratively to ensure that Haringey's venues, communities and history are contributing to events like National Windrush Day, Open House etc – Increase opportunities to showcase local creativity and heritage – music, art, creative writing etc. in council venues, libraries and through other programmes. – Develop and support a borough wide tourism offer- walking trails, places to visit, cultural heritage and identity, cultural venues, events and festivals, 'Days/nights out in Haringey' – Support and elevate existing cultural initiatives and borough wide festivals – Deliver new events like the Haringey feast and other creative projects and programmes 	<p>Head of Libraries, Arts and Culture</p> <p>Cllr Davies</p>	<p>Haringey Feast - Autumn 2023</p> <p>All other activities April 2024</p>

		<ul style="list-style-type: none"> – Implement music strategy actions relating to culture – Increase our online profile by developing dedicated culture webpages populated with What's On; News; venue listings; spaces for hire; funding opportunities; signposting; newsletters; our history of innovation, creativity and activism; our local artists and creative organisations etc. – Promote the borough as a hub for creativity and innovation by capturing success in programming and artist-led activity and profiling on social media – Work with local creative networks such as Made by Tottenham to increase projects and programmes such as Shutter Gallery in town centres across the borough – Increase investment in the borough's key cultural venues by working collaboratively and strategically to secure external funding – Increased public knowledge of and access to local history and heritage by highlighting the rich cultural heritage and stories of innovation and creativity in our borough – Consult residents about local memorials to ensure our public realm provides an accurate representation of the borough's history 		
There will be an increase in resident, cultural sector and	A measurable increase in participation and collaboration in cultural	Promote the importance of culture and heritage in delivering the council's wider priorities by: capturing the crosscutting outcomes of creative	Head of Libraries, Arts and Culture	Work will commence April 2023

<p>community collaboration and participation in arts & culture</p>	<p>activity in Haringey, evidenced through the evaluation framework developed via the new Arts and Culture Strategy Audience Agency cultural engagement data Residents studying art and design in any form</p>	<p>projects delivered in the borough; and increasing artist led initiatives to support borough wide priorities - Health, Wellbeing, Strong Communities and Participation</p> <ul style="list-style-type: none"> - Work through local networks, partnerships and friends' groups to increase engagement so that local residents are meaningfully contributing to services and their offer - Support cultural activity that directly engages residents by increasing awareness of, and access to the local cultural offer, engagement work and volunteering opportunities. - Work with local cultural venues, Bruce Castle Museum and other partners to establish an Arts Freecycle scheme in libraries - Support community led cultural activity by widening the use of parks, libraries and other public spaces - Increase opportunities for young people to engage with and curate local arts and culture, ensuring youth voice is integral to cultural decision making, planning and programming - Develop and implement Arts, Culture, Heritage and Place strand of Addressing Racism and Racial Discrimination Partnership Programme Plan 	<p>Cllr Davies</p>	<p>Completed and reviewed by April 2024</p>
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Theme 8: Placemaking and economy

Our vision for Haringey is a borough which is a fair, healthy, sustainable, and resilient place for all of our residents. To make this vision a reality, we will need to capitalise on Haringey's potential, deliver an inclusive economy that works for all; and an improved physical environment.

Our residents and businesses were among the hardest-hit in the country by the Covid-19 pandemic. Almost as soon as the pandemic lessened in importance in everyday life, we were then hit by a serious cost-of-living crisis, on top of the impact of Brexit on the UK's macroeconomic future. All this has taken place against the backdrop of deep-rooted structural inequalities, with too many not yet able to share in Haringey's prosperity.

Despite these challenges, Haringey has some unique strengths which represent an opportunity to shape the borough in a way which works for everyone. Haringey is well connected to Central London and the wider regional economy, has a thriving creative sector and is home to many small and micro businesses, freelancers, and self-starters. We have world-class leisure facilities and heritage to rival anywhere in the country, with a unique and rich mix of cultures and communities. Building on this base, we want to attract investment from businesses that share our values, and who understand that social value for our residents is a priority. We want residents to find Good Work - employment which offers a living wage and opportunities for progression. We will support those furthest from the labour market to achieve this, by designing our services around their requirements.

We want our businesses to respond to the need to transition to a low-carbon economy, in an equitable way, and will use all of the levers at our disposal to achieve this. We want our high streets, town centres and street markets to remain as the beating social and economic heart of our communities, which provide a wide mix of attractions, uses and activities, reflecting and providing for our communities. We will create and maintain a public realm that is well looked after, safe, clean, inclusive, accessible, and attractive.

How we work will be just as important as what we do. Where the council acts as the catalyst for wider change in an area, we will focus our efforts where the opportunity is greatest- in Wood Green, North Tottenham and South Tottenham. Our work will be guided by the people who live there, retaining a strong local influence over large scale, longer-term change, as well the everyday things which influence our quality of life so much, and ensuring that placemaking benefits existing communities. We will deliver fairer, healthier, sustainable, and resilient places that young and old feel proud of. The Local Plan will embed a new Placemaking Approach, with 6 key priorities for what makes a good place. The Haringey Deal provides the framework for how we will approach this. Shaping the future of the borough for the outcomes we want means continuing to work with funders, landowners, and developers to ensure that we are taking every opportunity we have to bring in funding and influence key stakeholders.

Linked strategies and action plans

- [Good Economy Recovery Plan](#)
- [High Streets Recovery Action Plan](#)
- [Employment and skills Recovery Action Plan](#)
- [New Local Plan](#)

Theme	Placemaking and Economy
CLT Lead	David Joyce - Director of Placemaking and Housing
High Level Outcome 1	Towards an Inclusive Economy - Haringey has a thriving and fair economy from which everyone benefits, supported by a community wealth building approach
High Level Outcome 2	High Streets, Town Centres & Businesses - Haringey's economy has resilient high streets & town centres at its heart, and businesses are supported to start and grow
High Level Outcome 3	Employment & Skills - Haringey residents can easily access education and skills training. Support will be targeted at those furthest from the labour market, helping residents into growth sectors, with a focus on obtaining Good Work
High Level Outcome 4	Leveraging Social Value - The council maximises direct benefits to residents from its assets, investment, and changes in the built environment
High Level Outcome 5	Placemaking - Regeneration with social and economic renewal at its heart; focussed where need and/or opportunity is greatest, and which are shaped by and reflect the people that live there

Towards an Inclusive Economy				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
The council adopts a strategic approach to delivering an Inclusive Economy	1x adopted Inclusive Economy Strategy 1x complementary cross-service delivery plan	Inclusive Economy Strategy Haringey Economic Evidence Base Haringey Workspace Study Investment Strategy Social Value statement Funding strategy Defined target groups for E&S activities	Assistant Director for Regeneration and Economic Development Cllr Jogee	Q2 23/24

High Streets, Town Centres & Businesses - High Streets & Town Centres				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Improved accessibility of high streets and town centres	1 x completed review sqm. Public realm improved / # accessibility enhancements delivered Post-delivery accessibility review?	Complete disability access review, prioritising areas where issues have already been identified Public realm enhancements to address disability access Work with our Traders Groups and Town Centre Forums to shape our local areas More accessible spaces across town centres and high streets Disability access review	Assistant Director for Regeneration and Economic Development Cllr Jogee	700sqm by Q3 23/24
Markets across the borough are supported to thrive, new entrepreneurial activity is supported alongside existing traders, small business creation and growth encouraged	[UKSPF metrics] # new market traders # existing market traders increase in market trading activity	Development and adoption of borough-wide markets strategy - working with existing traders and other stakeholders. Delivery of capital investments through UKSPF. Further activity to be scoped through markets strategy	Assistant Director for Regeneration and Economic Development Cllr Jogee	Markets Strategy delivered by Q3 23/24
High streets and town centres are supported to continue to adapt	# shopfronts improved # businesses supported	High Street Shutter Gallery and Mural Projects (TC Arts Project) Shop Fronts/Public Realm Improvements Scheme	Assistant Director for Regeneration and Economic Development	Q4 23/24

to the post-Covid landscape, including changed consumer and visitor behaviour	# number of meanwhile uses	Meanwhile uses Delivery of High Streets Recovery Action Plan	Cllr Jogee	
Ongoing audit of vacant units across town centres and high streets	# of vacant units monitored	Development and implementation of the Corporate Property model to identify strategic council need Engagement with landlords and local communities, to inform property related need in local areas Letters sent to landlords of vacant units, asking about plans and offering support Use our own property portfolio, regeneration & planning powers to tackle the blight of empty shops	Assistant Director for Capital Projects and Property / Assistant Director for Regeneration and Economic Development / Assistant Director for Planning, Building Standards and Sustainability Cllr Jogee	Q4 23/24
Residents and employees have access to services at different times to suit working patterns Hospitality and leisure offer with operating hours that support footfall in high streets and town centres	# businesses with extended operating hours # monitor of footfall	Engagement with business networks Engagement with resident panels Service impacts considered Supporting the night-time economy	Assistant Director for Regeneration and Economic Development Cllr Jogee	Approach to Night Time Economy confirmed – Q2 23/24

High Streets, Town Centres & Businesses - Business Support				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Existing businesses are supported to be resilient and adapt to a challenging and rapidly changing trading environment	SIP business support project outputs - 400 businesses supported so far	Support for businesses to reduce costs Advice on understanding the implications of Brexit for small businesses Support for businesses in the run up to Christmas, a key period for many businesses SIP Business Support programme	Assistant Director for Regeneration and Economic Development	SIP business support ends Q4 23/24
	450 businesses on the portal by 31/3/23 # businesses increasing online sales volume of trading increase	Delivery and maintenance of Haringey / town centres online portal for SME town centre-based sales Digital local shopping facility - Buy Haringey	Cllr Jogee	Q4 23/24
	# businesses given advice through Cost Savings programme £ identified savings £ realised savings # businesses moving to electric vehicle (for example)	Support for businesses to save energy costs and support the council's green strategy Helping Businesses Go Green project	Assistant Director for Regeneration and Economic Development	30 businesses supported ; 260 jobs created by Q4 23/24
	# businesses accessing cost saving support reduction in costs (compared to counterfactual as costs increasing)	Specialist advice to individual businesses on utility contracts identifying opportunities to secure better contracts Next phase Cost Savings programme for business, building on success of pilot programme	Cllr Jogee	

Increased new business creation activity and business growth, with a focus on minority-owned business	# businesses accessing support # new businesses created [UKSPF targets]	Specialist advice and mentoring, business networking, marketing and capacity building Start Ups and Entrepreneurial Support Programme - to include a Migrant and Refugee programme, creative sector freelancing and self-employment programme, social enterprise programme and business support SiLL legacy programme of support	Assistant Director for Regeneration and Economic Development Cllr Jogee	140 businesses by Q4 23/24
	# businesses accessing support # new businesses created [UKSPF targets]	Specialist advice and mentoring for existing small businesses to manage the impact of the pandemic and inflationary pressures Business Growth Support programme - to identify businesses with high growth and job creation potential.	Assistant Director for Regeneration and Economic Development Cllr Jogee	20 businesses supported by Q4 23/24
Creating more employment space, jobs and apprenticeship and buy locally in the supply chain	PVF - support 20 businesses and create 210 jobs and 60 apprenticeships and 18,000 sq ft new or improved workspace. OIF - initial targets met	Business Growth Loan Funds - OIF and PVF loans and businesses to help them grow and expand, in conjunction with the community wealth building agenda	Assistant Director for Regeneration and Economic Development Cllr Jogee	Q4 22/23

High Streets, Town Centres & Businesses - A Sectoral Approach				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Businesses in industrial estates are supported to stay, expand and create new jobs	# businesses joining FSB # businesses receiving tailored advice # manufacturing businesses offered PVF business growth loans	Establish an Industrial Estates Business Group to act as the business voice between estates. Support and advice tailored to industrial estate businesses. Business support through Federation of Small Businesses membership. Industrial Estates [Action Plan / Delivery Plan / Working group in place and being delivered]	Assistant Director for Regeneration and Economic Development Cllr Jogee	80 businesses receiving support by Q4 23/24
Increase resilience and growth in creative industry businesses, freelancers, and workspaces Effective engagement through network	# businesses supported to access general / sectoral grants # businesses accessing business support # creative entrepreneurs and businesses receiving paid work through programmes 81 businesses are part of the Made by Tottenham	Skills and business support; communications and promotion; networking and events; direct commissions and paid opportunities for creatives; affordable workspace and meanwhile projects. Tottenham re-accredited as a Creative Enterprise Zone, 2022-24 Creative Sector Support as part of the Creative Enterprise Zone (CEZ) Programme and Made by Tottenham	Assistant Director for Regeneration and Economic Development Cllr Jogee	CEZ and creative business support programme delivered by March 2024
Businesses supported to benefit from growth and increased trade from Green	# businesses engaged in supply chain activities and events # businesses accessing council contracts either	Supply chain promotion of Green Economy opportunities Working with Climate Change and Housing teams re Retrofit programme to maximise opportunities from council contracts, linking into the skills agenda to	Assistant Director for Regeneration and Economic Development / Assistant Director for Planning,	Action Plan agreed Q2 2023/24

Economy activity, including retrofit, as part of the Just Transition	directly or as sub-contractors	ensure businesses and residents have the right skills and knowledge to access opportunities	Building Standards and Sustainability Cllr Jogee	
Improved digital connectivity of corporate estate (residential, corporate and commercial)	Social value of £8m value delivered through programme including apprentices and digital training over the three-year programme	Improved highspeed internet connectivity in Haringey through connecting council social housing stock and buildings with full fibre high-speed broadband	Assistant Director for Regeneration and Economic Development Cllr Jogee	Works to commence Q3 23/24
Improved high-speed broadband connectivity in the Northumberland Pk area.	Phase 1: 4 buildings connected. Phase 2: survey of all community and council building in the area	Improving highspeed internet connectivity in Northumberland Pk. Outputs will include broadband upgrades to council building, CCTV improvements and Wi-Fi. Secured gov funding and developed the project working with Digital Services	Assistant Director for Regeneration and Economic Development Cllr Jogee	Q4 23/24
The council adopts a strategic approach to securing and retaining investment within the Borough	1 x adopted IIS 1 x complementary cross-service delivery plan	Proposals for developing an Investment Strategy presented to Nov 22 GEDB. Works to be commissioned. Brochures for promoting the borough to be commissioned Production of the Inward Investment Strategy	Assistant Director for Regeneration and Economic Development Cllr Jogee	Q4 22/23

High Streets, Town Centres & Businesses – Workspaces				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
New workspaces are created in the borough, meeting the need for local, affordable places to work, increasing the local employment base and driving spend	# of sites # jobs sqm floorspace # businesses supported	Establishment of formalised working group and resource for workspace policy and coordination - by Jan 2023 Delivery of workspace sites - 551B, STEA sites, Enterprise Hub etc. Increase the number of affordable workspaces for all sectors	Assistant Director for Regeneration and Economic Development Cllr Jogee	Working group established and begins work in Q3 22/23
Improving safety in town centres and for business		Tackling Business Crime and Anti-social behaviour Tottenham BCRP review to expand scheme following end of pilot	Assistant Director for Regeneration and Economic Development Cllr Jogee	Q4 22/24

Employment & Skills – Targeted Approach				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Haringey residents are supported to develop new learning and skills to support their basic skills, employability, recovery, digital confidence and community goals.	No of people accessing training No of people gaining qualifications/successful completions No of people gaining positive outcomes Retention and attendance on programme New programmes targeting key groups	Haringey Learns - The provision of community and qualifications-based training at main site, as well as other outreach sites. And through remote/blended /hybrid approaches.	Assistant Director for Regeneration and Economic Development Cllr Jogee	Ongoing
Those furthest from the labour market - long term unemployed and those people who are economically inactive - are assisted to access Good work through linking to training and job opportunities with a focus on growth employment sectors. Priority groups and employment sectors will be informed by national and sub regional		Delivery of a joined-up local employment & skills offer, in a new fit-for-purpose space in Wood Green Library, acting as a hub with delivery in community locations alongside other frontline services across the borough (the Hub and Spoke model) Employment Advisor support, including Information, Advice and Guidance (IAG) on careers, CVs and interview preparation; access to vacancies in Haringey and surrounding area; training, internships, apprenticeships, referrals to employability services and support when entering work. Develop work placement programme and	Assistant Director for Regeneration and Economic Development Cllr Jogee	Targets delivered on an annualised basis; subject to review through IES by Q3 23/24

research and what local data is telling us and include:		supported work placement programme for Haringey Works clients		
...People with Special Education Needs and Disabilities	yearly target - 70 residents start 31 gaining jobs 11 sustainable outcomes			
...Care leavers	yearly target - 50 residents start 27 gaining jobs 10 sustainable outcomes			
...young people aged 18 and over	120 referrals in 9 months By September 2022 - 24 young people have successfully gained job outcomes			
...women experiencing domestic abuse	367 enrolments 62 into training 50 into employment			
...those with Health barriers	Improved job prospects for residents with health issues	The Work and Health Programme, comprising support for residents who are suffering from health issues, to identify and support them into training and job opportunities	Assistant Director for Regeneration and Economic Development Cllr Jogee	WHP programme now extended to Q4 23/24
...Young People	Reduction in antisocial behaviours Positive outcomes for young people	Provide Rising Green youth hub with specialist youth employment service linked to council's early help offer for young people	Assistant Director for Regeneration	Ongoing; Youth Hub already launched

	Young people engaged in training opportunities	Supporting young people to develop skills and support and encourage them into employment and training opportunities Project 2020 ongoing delivery Music project delivered through community music	and Economic Development Cllr Jogee	
Residents will be supported into apprenticeship opportunities directly within the council	ILM project targets - 10 residents supported into sustainable work, 10 residents taking up work trials 10 residents supported into permanent jobs after placement	ILM - Intermediate Labour Market project - Create work placements in Haringey Council to support those furthest from the labour market to access skills and learning.	Assistant Director for Regeneration and Economic Development Cllr Jogee	Q3 23/24
Residents will be supported into apprenticeships and training opportunities created through partnerships	# residents benefitting from apprenticeship levy # businesses in Haringey accessing levy funds Haringey Works apprenticeship advisor supporting residents to access local apprenticeship opportunities	Haringey Council Apprenticeship Programme developed by HR. Haringey Works temp recruitment service partnership with London Progression Collaboration S106 E&S apprenticeship obligation secured through planning consent Work with London Progression Collaboration and ED to support local businesses to take on apprenticeships.	Assistant Director for Regeneration and Economic Development Cllr Jogee	Ongoing; subject to review through IES by Q3 23/24
We will support more residents to access temporary employment opportunities within Haringey Council	x no of residents supported into local temp opportunities in the council	Temp Employment Service working closely with recruitment managers to provide pathway into Good Work for residents	Assistant Director for Regeneration and Economic Development Cllr Jogee	Ongoing; subject to review through IES by Q3 23/24

Employment & Skills				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Residents will be better supported to access training and jobs in growth employment sectors with an initial focus on Health, Construction, Creative Industries, Green and Tech/Digital	No of residents supported into s106 and social value employment obligations, No of businesses/self-employment upskilled through mayoral academy provision. No of new programmes in Creative Industries/STEM. Number of Local sector pathways in health/care.	Haringey Learns programme, Multiply (STEM) 22-25, Haringey Trains development project Employment brokerage activity that engages with employers and works to identify and address barriers to entry for residents Haringey Learns curriculum that supports residents with skills for Creative industries /Health Social Care and self-employed sectors	Assistant Director for Regeneration and Economic Development Cllr Jogee	Targets delivered on an annualised basis; subject to review through IES by Q3 23/24
We will maximise opportunities for residents through a just transition to a net zero economy are maximised	Partnership with CONEL Joint work on Mayoral Academy(ies)	Partnership work with Conel and North Central London on Mayoral Academies on creative sector, health and social care, green skills and digital, influencing curriculum maximising pathways for residents into provision Conel to deliver training to local businesses to access supply chain opportunities from council's retrofit agenda	Assistant Director for Regeneration and Economic Development Cllr Jogee	Targets delivered on an annualised basis; subject to review through IES by Q3 23/24
Support to provide higher level skills training and upskilling in key sectors	no of residents supported into employment	Training provided to NVQ level 3 for both unemployed and employed Haringey Residents	Assistant Director for Regeneration	Ongoing; subject to review

	no of residents supported with unit of level 3 in key sectors		and Economic Development Cllr Jogee	through IES by Q3 23/24
Maximising opportunities for Good Work in the borough; working with unions and businesses to ensure that the employment practices outlined by the Trades Union Congress is followed by all Haringey businesses	% residents in Good Work / reduction in proportion of residents in low paid jobs at / below LLW	Targeted work with local businesses, anchor employers and other institutions to encourage Good Work, through delivering a Good Business Charter Sub-regional work through CLF, and London-level work relating to Anchor Institutions Charter	Assistant Director for Regeneration and Economic Development Cllr Jogee	Ongoing; targets and delivery subject to review through IES by Q3 23/24
A joined-up, collaborative approach to employment & skills provision in the borough	metrics on resident/user engagements through system/ Cross referrals	Work with JCP, WHP, E&S providers, etc. to implement No Wrong Door approach in Haringey	Assistant Director for Regeneration and Economic Development	Ongoing; milestone to be determined through directly commissioned E&S UKSPF activity

Leveraging Social Value				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
Construction and end use, training, employment and supply chain and social opportunities in construction and housing delivery sites across the borough are maximised	# of new jobs Good Work data S106 commitments from developers and external partners Social Value commitments from Direct Delivery programme	Employment & Skills programme BWF Social Value Delivery Programme HRW Socio Economic Delivery Continue to monitor and enforce S106 agreements and support responsible parties to deliver	Assistant Director for Regeneration and Economic Development Cllr Jogee	Ongoing as per S106 agreement s; subject to review through IES by Q3 23/24
Major Estate Regeneration programmes (Broadwater Farm; High Road West) deliver broader socio-economic benefits at scale	# of new jobs -> becomes capacity building and enabling Good Work data S106 commitments from developers and external partners S106 commitments from Direct Delivery programme	Socioeconomic Regen activities	Assistant Director for Regeneration and Economic Development Cllr Gordon	Ongoing
Maximum social value is extracted from council procurement activity, driving local jobs, skills & training, local supply chains, community benefit and environmental benefits	# jobs created directly # jobs created in supply chain # jobs for Haringey residents # apprenticeships % increase in local spend [env. Benefits]	Social Value Portal	Assistant Director for Regeneration and Economic Development / Head of Strategic Procurement Cllr Williams	Social Value Portal launched - Q2 23/24

<p>Our property portfolio is used to generate maximum social value for communities</p>	<p># social value leases in place [benefits derived from social value leases]</p>	<p>Corporate property model implemented to inform council strategic need across its property portfolio Engagement with local communities, as part of VCS workstream, to inform need and demand Enable social value leases to be utilised by the council, within its property portfolio, where these can be shown to generate social value for local communities Site-specific work to put in place social value leases</p>	<p>Assistant Director for Regeneration and Economic Development / Assistant Director for Capital Projects and Property Cllr Williams</p>	<p>Approach agreed through Social Value statement in IES – Q3 23/24</p>
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Placemaking				
Intermediate Outcome	Metrics/Measurables	Activity (How) and Output (What)	Lead Officer / Cabinet Member	Target Delivery Date
A new vision for Station Road as a key site in Wood Green town centre	1 Enterprise Hub; 1 Delivery Plan; inward investment and partnership strategy.	Station Road masterplan Development of a delivery plan by LBH and consultants - to look at the future of the council's Library and Station Road sites, following Council Accommodation Strategy recommendations. Alongside ambitions for a modernised public services offer and potential for a leisure centre, and the securing of an East-West link that could be part of a broader destination placemaking piece	Assistant Director for Regeneration and Economic Development Cllr Gordon	March 2023
A revitalised Cultural Quarter, with a cultural anchor and protected affordable workspace	A plan for the CQ; Cultural anchor feasibility study; inward investment and partnership strategy.	Wood Green Voices actions and outcomes developed with stakeholders; community and social infrastructure, improved urban environment and range of new homes including council homes across the area	Assistant Director for Regeneration and Economic Development Cllr Gordon	Wood Green Voices report by Q4 22/23
Greater community input into shaping the future of Wood Green	Programme of strategic engagement	Targeted, strategic engagement exercise Analysis of results Wood Green Voices Action Plan Confirmed governance for cross-borough delivery	Assistant Director for Regeneration and Economic Development Cllr Gordon	December 2022
New employment and workspace provision in the	10 new jobs being created, and existing jobs being safeguarded,	Appointment of a workspace operator to operate a newly refurbished, social value driven, co-working space (Enterprise Hub);	Assistant Director for Regeneration	Q2 23/24

Town Centre, with focus on social value Improved public realm in Wood Green	1 business receiving support, 2700 sqm of public realm being created or improved	Involve key stakeholders of the project in co-designing activities, Public realm improvement Improved air quality around three schools (School Streets)	and Economic Development Cllr Gordon	
Improved public realm in Wood Green	1 business receiving support	Construction of a parklet in Noel Park ward, Construction of a new café at the Duckett's Common park, Public realm and landscape improvement of Wood Green Common/Caxton Gardens and Mayes Road, including cycling infrastructure; end of 2023 Penstock Tunnel renovation, improving the links between Wood Green and Alexandra Palace. Delivery of an artwork at the Mall carpark ramp	Assistant Director for Regeneration and Economic Development Cllr Gordon	Parklet in Noel Park and Mall artwork completed Q4 23/24
Greater community input into shaping the future of Wood Green Growth of a local social enterprise	2700 sq mts of public realm being created or improved	Eat Wood Green project - A community garden on the rooftop of Bury Road carpark, with a social business as operator and community members involved.	Assistant Director for Regeneration and Economic Development Cllr Gordon	December 2023
Improved public realm around Turnpike Lane	# Sqms of public realm improved	Define an improvement plan through consultation with TPL residents, business owners and other stakeholders. Deliver on the plan	Assistant Director for Regeneration and Economic Development	Q4 23/24

			Cllr Gordon	
Development of a Cultural Quarter Delivery Plan	1 Delivery Plan	Development of a delivery plan by LBH and consultants.	Assistant Director for Regeneration and Economic Development Cllr Gordon	Q4 22/23
New homes, new social infrastructure, improved public realm and new park, improved economic outcomes for Tottenham residents	2600 new homes; 500 council homes; a new library and Learning Centre; refurbished Grange, a new 3500sqm civic square; xx of commercial space; a new 5600 sqm public park; a new local centre, £10m socio-economic programme	High Road West - Delivery of the Scheme through close working with the council's development partner Lendlease and through working with the community to ensure that the scheme continues to meet the needs of the local community.	Assistant Director for Regeneration and Economic Development Cllr Gordon	Q4 23/24 start of site of 60 new council homes and planning approval of at least another 40
A new strategic plan for the future of Northumberland Park, developed with community input	1 plan for change	A Homes and Spaces Plan, which will act as a guide for future change across the Northumberland Park area. The Plan will set out where new council homes can be built and where physical improvements can be made to enhance the quality of life for residents living in the area. Development of the plan through close working with the appointed architects and locals residents/community. Co-design	Assistant Director for Regeneration and Economic Development Cllr Gordon	Q4 23/24

		process with the Community Voices Group and then engagement and consultation with residents across the area. Alignment with the wider Northumberland Park Community Placemaking Plan.		
New sporting and leisure facilities, a new community building and new housing, including council owned social housing.	1 delivery plan; 3G football pitch; new leisure centre; new community park; new community centre; c.200 new homes	Selby Urban Village Project - A new urban village providing homes and high-quality community and leisure/sporting facilities. Development of detailed designs through close partnership working with the Selby Trust and the local community. Close working with the Greater London Authority, Sporting Bodies and funders to secure funding for the scheme.	Assistant Director for Regeneration and Economic Development Cllr Gordon	Undertake a review of the project by Q1 23/24
Improved public realm around Northumberland Park Station	xxx sqm of public realm enhancement; safer public crossing outside of Station entrance; delivery of seating	Improved public realm around Northumberland Park Station. Improved wayfinding to the Lee Valley and improved accessibility. Improved environment outside of local businesses to encourage footfall. Development of detailed designs through engagement with locals residents, businesses and stakeholders. Working in partnership with Highways to deliver the project.	Assistant Director for Regeneration and Economic Development Cllr Gordon	Q3 23/24
New homes, refurbished homes, public realm improvements, improved socio-economic outcomes for residents and core service improvement	294 new homes by 2027, 800 refurbished homes by 2029, public realm improvements by 2029	Broadwater Farm improvement programme - 294 new homes, public realm improvements, refurbished homes, improved service delivery, embedded co production approach, 250 homes demolished	Assistant Director for Regeneration and Economic Development	First new homes onsite early 2023

		Development and delivery of construction works in partnership with residents and stakeholders. All contracts council led with no JV/developer agreements. Overall budget of c.230m set aside in HRA.	Cllr Gordon	
New, high-quality public and open spaces to promote community cohesion and healthier lifestyles	Public Realm improvements - xxx sqm Planning approval for Bull Lane improvements	HRW - public square, park and public realm works Selby - transformation of the Bull Lane Playing fields HRW hybrid planning application has been approved - spaces to be developed in phased approach as part of the scheme. Selby Urban Village proposals to be submitted for planning.	Assistant Director for Regeneration and Economic Development Cllr Gordon	Ongoing
Investment in new infrastructure to support Tottenham residents to lead better and healthier lifestyles with improved green and open spaces and access to Lea Valley and Nature Reserve. Better quality of roads to reduce traffic problems and enable better pedestrian and cycling access. Accessible parks, wetlands, leisure spaces and public realm	5000 new homes, 4000 new jobs in Tottenham Hale. Investment to support key response to Climate Emergency including the District Energy Network infrastructure	Work with partners, including Strategic Development Partnership and other landowners to deliver comprehensive change Tottenham Hale District Centre Framework; Streets & Spaces Strategy Green & Open Spaces Strategy = delivered	Assistant Director for Regeneration and Economic Development Cllr Gordon	All sites in delivery by Q4 23/24; sites completed by March 2025

<p>Renewal of Bruce Grove Town Centre - where the growing number of local small and independent businesses, as well as large operators, have spaces to flourish; the diverse local community feel comfortable to shop, proud to work, keen to socialise, and take pride in welcoming visitors.</p>	<p>600 m2 improved public realm along Bruce Grove with accessible back streets / easy access to the high road and improved connections to the Lea Valley 80 new homes New workspace to support entrepreneurs New social value lease at Bruce Grove Public Conveniences Number of heritage shopfronts and forecourts improved Extension of Holcombe Market Heritage at risk properties addressed working with landowners and businesses New School Streets Delivered New lighting and CCTV Work with NR and TfL to improve Bruce Grove Station</p>	<p>New investment in Tottenham Green and Holcombe Market Develop an identity that signals Bruce Grove as Tottenham's retail centre Invest in and use landmark buildings to celebrate the history of the area, including signposting assets beyond the town centre, such as Bruce Castle and the Park Improve the quality and image of high street frontages and activities as well as rear and yard spaces around Holcombe Market and at the back of the High Road Embrace opportunities for makers and new commercial activities in the town centre Improve east-west links through the area and to destinations such as the stadium Cultivate a friendly and lively atmosphere including creating enhanced green and public open spaces. Delivering housing as part of a suitable mixed-use neighbourhood Use land acquisition to support council priorities</p>	<p>Assistant Director for Regeneration and Economic Development Cllr Gordon</p>	<p>Surveys completed RIBA Stage 3 by Q4 23/24</p>
<p>Public involvement in planning, design and management of their local</p>	<p>Placemaking Strategy for South Tottenham, Bruce</p>	<p>Placemaking Approach agreed and delivered, embedded in the Local Plan Social Value Evaluation</p>	<p>Assistant Director for Regeneration</p>	<p>Approach agreed – Q4 22/23.</p>

<p>spaces/places across South Tottenham. Creation of places that promote people's health, happiness, and well-being and increased social value from investment in Bruce Grove, Seven Sisters and Tottenham Hale.</p>	<p>Grove, Seven Sisters and Tottenham Hale Social Value Baseline Down Lane Park Consultation led by DLP Community Design Group</p>		<p>and Economic Development Cllr Gordon</p>	<p>Strategy completed - Q4 23/24</p>
<p>The Seven Sisters area, including West Green Road and Broad Lane and Tottenham Green, will be identifiable as an exciting and new destination and the gateway to Tottenham; focussing on building on its healthy international food offer inspired by West Green Road and the Seven Sisters Market; its cultural offer inspired by Bernie Grants Arts Centre, Marcus Garvey Library and Creative Community and a high-quality, safe and welcoming atmosphere for residents and visitors alike</p>	<p>500 m2 improved public realm and green spaces including new school street 350 new homes 5,465 sqm commercial space including 15% affordable workspace at Gourley triangle to support existing creative sector New and Improved Market Offer at Tottenham Green with additional open days and performance space in the culture quarter New council led scheme at Wards Corner Creative workspace led scheme at Gourley Triangle New lighting and CCTV</p>	<p>Work with residents and business to: Give the wider Seven Sisters area a sense of place as a connected town centre, facilitated by a safer and more accessible junction; promote a sense of arrival in Seven Sisters reflecting the town's status as the 'gateway' into Tottenham. Provide safer, cleaner and more attractive streets and public spaces, including prioritisation of maintenance. Protect existing and grow new businesses to enhance its diverse range of uses, including a welcoming retail offer that reflects its diverse catchment, as well as attracting visitors. Cultivate a healthy, independent, international food identity for West Green Road and Seven Sisters Market which is supported into its new location.</p>	<p>Assistant Director for Regeneration and Economic Development Cllr Gordon</p>	<p>Q4 23/24</p>

End of document

Report for: Cabinet

Title: Council Housing Energy Action Plan

Report authorised by: David Joyce, Director of Placemaking & Housing

Lead Officer: **Rob Krzyszowski, Assistant Director Planning, Building Standards & Sustainability**
Judith Page, Assistant Director Housing Property Services

Ward(s) affected: ALL

**Report for Key/
Non-Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1 This report sets out the Council's Housing Energy Action Plan for its housing stock and how energy efficiency retrofits will be implemented across the Council's housing portfolio. The full Council Housing Energy Action Plan is provided in Appendix A.
- 1.2 It sets out the properties that the Council will focus on with its capital and match funding to deliver in Phase 1 2023-2025.
- 1.3 The report covers the:
- background context and Council targets (sections 6.1)
 - energy metrics and standards (section 6.2)
 - stock selection (section 6.3)
 - key principles (section 6.4)
 - funding the retrofit (section 6.5)
 - social housing decarbonisation funding bid (section 6.6)
 - resident engagement (section 6.7)
 - governance and reporting (section 6.8)

2. Cabinet Member Introduction

- 2.1 Our borough's homes make up 50% of the borough's total carbon emissions, through electricity demand and heating requirements. It is the biggest sector we need to tackle to ensure we deliver our borough Net Zero Carbon ambition. With the Council owning approximately 17 per cent of the borough's housing stock, and our Council homes amount to approximately 7-8% of the borough's total emissions. The Council must deliver projects to reduce emissions and help tenants reduce their energy costs.
- 2.2 While retrofitting over 15,000 homes by 2035 will be challenging both technically and financially. Acting on climate change and retrofitting council homes will deliver homes that are healthy, comfortable, and affordable places to live. This will benefit the tenants of these homes, and alongside this it can help develop local supply chains and encourage private homeowners/landlords to follow our example.

- 2.3 This action plan sets out a clear set of measures and deliverable actions, enabling us to start the decarbonisation of our social housing stock. Together we will see the co-benefits of reducing fuel poverty, creating new jobs in our community, improving local air quality, and increasing the amount of income our tenants can spend in the economy. All the more important in the current energy and cost of living crisis.

3. Recommendations

That Cabinet:

- 3.1. Approve the policy, management, and design approach of retrofitting the Council's housing stock as set out in this report and the Housing Energy Action Plan attached (Appendix A).
- 3.2 Agree the prioritisation criteria for retrofitting the council housing as set out in section 6.3 of this report.
- 3.3 Agree that following a draft retrofitting design and identification of funding to deliver the necessary measures the Council will undertake consultation with those affected to secure community views on the measures proposed in properties that have been identified as appropriate for a retrofit. This consultation will be carried out in line with the approach set out in the Housing Energy Action Plan and will be concluded before designs are finalised.
- 3.4 Agree that the outcome of the consultation be reported to the Director of Placemaking and Housing to authorise finalised designs in consultation with the Cabinet Member for Housing Services, Private Renters and Planning.
- 3.5 Agree to delegate authority to the Director of Placemaking and Housing after consultation with the Cabinet Member for Housing Services, Private Renters and Planning, the Director of Finance and the Head of Legal and Governance, to accept funding and enter into funding agreement(s) that will support the delivery of the works identified within the Housing Energy Action Plan, from external sources such as the SHDF in the event that any future bid is successful.
- 3.6 Agree that subject to agreement of the above stages (3.1 through to 3.5) the first batch of properties to be retrofitted will be selected from the properties listed in Section 6.6.8 of this report.

4. Reasons for decision

- 4.1 The Haringey Climate Change Action Plan sets a target for the Council's Housing stock to be an average EPC rating of B by 2035 and EPC A, where technically feasible, by 2041. Nearly all the existing Council housing stock will require some form of retrofit to meet these targets. Adopting this 5-year Action Plan will ensure that the retrofit targets are met in a cost-effective manner, while minimising technical risk, improving comfort levels and protecting tenants from increasing energy prices.

- 4.2 Retrofitting the Council's housing stock requires significant investment. The Action Plan will set a clear plan of the measures and costs, this will enable the Council to confidently bid for external funding. Securing Government funding, such as from the £800m Social Housing Decarbonisation Fund (SHDF), will reduce the ask on the Council's capital HRA budget.
- 4.3 The increasing cost of energy is significantly impacting on our tenants. It is estimated one in four of the borough's homes is in fuel poverty. The approach set out in this report and appendices will support tenants with these costs.

5 Alternative options considered

5.1 *Do nothing*

This was rejected as it would not meet the Council's targets set in Haringey's Climate Change Action Plan. It may also result in ad-hoc retrofits being undertaken which do not meet the targets or are not cost effective.

5.2 *Adopt a 10-year retrofit plan*

The retrofit sector is evolving. New technologies may emerge, and the cost of installations may reduce as the market responds to the net zero agenda. It is recommended that a 5-year plan is adopted with the view to learn and adapt the Council's approach at the end of the period.

5.3 *Delay and wait for a clear technical roadmap*

The Council could wait for a national regulatory framework or for other local authorities to determine the best approach before commencing its retrofit programme. However, the Council has declared a Climate Emergency, and this would jeopardise meeting the Haringey Climate Change Action Plan commitments and tenants would continue to face rising energy prices and/or fuel poverty. Opportunities to reduce costs by factoring in energy efficiency measures when carrying out planned maintenance, such as boiler or window replacements, would also be lost.

5.4 *Consult on the Action Plan with the wider community*

The Council has already published and consulted on its Affordable Energy Strategy (adopted July 2020), and the Borough's Climate Change Action Plan (adopted March 2021). Further consultation is unlikely to add any more detail to the measures proposed. Any delay in implementation of the Council Housing Energy Action Plan would not reflect the need for action which is required to respond to the cost-of-living crisis.

6.1 Background information

- 6.1.1 The Council Housing Energy Action Plan sets out the Council's approach to retrofitting its housing stock, with detailed targets and outcomes for the period 2023 to 2028.
- 6.1.2 It has been developed by a cross departmental working group with support from consultants Turner and Townsend. Haringey's own stock data and energy investment modelling software (Portfolio) were used to inform the plan.

6.1.3 The objectives of the Council Housing Energy Action Plan are:

- 1) To reduce the carbon emissions from the Council's housing stock and meet Haringey Climate Change Action Plan targets

Haringey's Climate Change Action Plan sets a target for the Council's housing stock to reach an average EPC Band of B by 2035 and EPC Band A by 2041, where this is technically feasible.

A reduction in the housing carbon emissions could be achieved by replacing fossil fuelled heating with electric heating, such as heat pumps, on the assumption that by 2050 the grid will have been decarbonised through renewable energy generation. However, insulating the properties first will reduce overall energy demand mitigating against expensive upgrades to local electricity networks and reducing the size and capital cost of the heating system itself.

- 2) To minimise the impact of rising energy costs on Council tenants and meet the objectives of Haringey's Affordable Energy Strategy to reduce fuel poverty.

The retrofits will be designed to avoid increasing tenants' energy costs. Electricity costs more per unit than gas. Converting properties to electric heating could therefore increase energy bills. The focus will therefore be to reduce energy demand to ensure that annual fuel bills do not increase due to the retrofit. Insulating properties to a good standard will retain heat for longer, reducing energy use and could enable tenants to benefit from time of use tariffs. This will provide tenants with some protection from the current energy price crisis.

6.1.4 The current average for the Council's stock is a low EPC rating of C. 6,232 homes are EPC D and below. To achieve EPC B, nearly all of the Council's existing 15,453 homes will require energy efficiency interventions. Circa 1,500 homes per year will need retrofitting to achieve the 2035 target.

6.2 Energy Metrics and Standards

6.2.1 Energy Performance Certificate (EPC) ratings are well known and understood by residents. However, to support the Climate Change Action Plan target of retrofitting the Council housing stock to an EPC B by 2035, additional heat demand metrics are proposed (46 kwh/m² pa for semi/detached homes and 39 kwh/m² pa for other dwellings).

6.2.2 Adopting this heat demand metric will reduce carbon emissions by 98.23%¹ and household heating bills by an average of 28%².

¹ 98.23% is calculated using the expected grid intensity in 2038. By 2050 grid decarbonisation will reduce emissions by 99.31%

² The heating bill reduction is an average estimate based on calculations made on the council housing stock data loaded into the Parity Portfolio database. It is an estimate of the annual heating and hot water energy use based on the fuel costs from Table 12 of [SAP 2012](#) (SAP is the methodology used by the government to assess and compare the energy and environmental performance of dwellings.)

- 6.2.3 Each property will require different retrofit solutions. However, retrofitting a property from an Energy Performance Certificate rating of D to A would require the installation of a number of measures and these are likely to involve
- insulating walls (cavity walls or external)
 - underfloor insulation,
 - replacing doors and windows (double glazing units) or improved draughtproofing
 - changing from a gas boiler to low carbon heating systems such as heat pumps.
 - Installing solar PV or solar thermal
- 6.2.4 Emerging retrofit standards such as Energiesprong and EnerPhit will be used strategically due to the high cost of delivery. For example, when structural issues with a property require a deeper or more complex level of retrofit or where remedial works exceed £30k.
- 6.2.5 Models such as Energiesprong have the potential to offer a quick installation with minimal disruption to the tenants and guaranteed energy performance. Haringey has previously investigated Energiesprong and worked with installers to scope and design a project in the borough. Due to high costs we will not be delivering an Energiesprong project at this time. However, we will work with the marketplace to ensure that if costs reduce, we are able to procure and install this or a comparable technology.
- 6.2.6 The EnerPhit standard is a deep retrofit approach to properties that uses the same principles as the Passivhaus standard used for new build properties. It focuses on fabric first, deep retrofit and air tightness and space and cool heating targets. The model sets very high standards but where achieved will give residents a high quality retrofit to the properties best potential. This is met by a higher cost.

6.3 Stock Selection

The criteria for selecting stock to be included in the retrofit programme will be based on:

- Targeting the worst performing stock, to prioritise those in fuel poverty
- Alignment with the planned major works or boiler replacement programmes to reduce enabling costs (e.g., for scaffolding) and disruption for residents and maximise match funding
- Utilising void periods to undertake retrofit measures alongside remedial works
- To complement regeneration, new build projects and any external wall works programme resulting from the Fire Risk Appraisal of external walls (FRAEW)

6.4 Key Principles

The key principles of the Council's Housing Energy Action Plan are: -

- *Whole House Retrofit Plans with a fabric first approach*
This involves upgrading the fabric of the property (walls, roofs, windows, floors, doors), thereby reducing heat demand in the first instance, followed by decarbonising heating systems and installing onsite renewables.
- *Worst first – alongside integration with major works programmes*
While the vast majority of the retrofit works will be channelled into the mainstream programme, separate arrangements will be put in place to deliver out of sequence works to the poorest performing stock which cannot wait for the mainstream cycle.
- *To align with borough wider strategic objectives to deliver maximum impact*
This involves looking at significant infrastructure projects, such as the Decentralised Energy Network (DEN) programme and ensuring that positive opportunities are taken.
- *To phase out the installation of new gas boilers after 2026*
These will be replaced with decarbonised heating systems, with air source heat pumps (ASHPs) being the most likely alternative over the next 10 years. ASHPs will require the Council to ensure that the houses have high levels of insulation before fitting. While ASHPs are low carbon, due to their low temperature heat output, they are expensive to run in badly performing buildings.
- *Compliance with Government retrofit standards (PAS2035/2030) and Trustmark.*
This will ensure that projects are eligible for current government funding streams and reduce the risk of introducing unintended consequences such as damp, mould, and overheating. Following PAS2035 will result in each home being assessed to confirm the package of works to be installed and phased as appropriate with cost reviews and options included as part of the process. PAS2035 includes a monitoring and evaluation process to ensure the quality of works and that properties perform as expected post installation. This will be required at the end of all works on our homes, and will be embedded in all projects through the Councils procurement process.
- *Working in partnership with tenants on co-design*
This to ensure effective tenant engagement before, during and after works.
- *Support innovation in reducing energy costs.*
The Council will continue to review emerging technologies and innovation, such as Energiesprong and Enerphit. However, these will need to demonstrate local business cases or increased external funding.
- *To use HRA budget to leverage additional external funding and secure value for money*
We will use the agreed funding in the Capital programme to lever in other funding streams. e.g., bid for Social Housing Decarbonisation Fund. Projects are designed to deliver value for money by:-
 - analysing retrofit measure combinations to achieve the greatest energy efficiency gains

- optimising planned works to reduce installation costs eg. shared scaffolding costs, designing and delivering existing maintenance programmes in a way that means retrofit measures can be installed at a lower cost later on. For example, to specify a roof replacement with longer eaves, to avoid having to extend eaves at a later date when external wall insulation is installed.
- scheduling works in a way that allows measures to be installed more cost effectively and reduces disruption to tenants

6.5 Funding the retrofit

- 6.5.1 Meeting the EPC B target and adopting the heat demand metrics set out in paragraphs 6.2 above will require investment which is currently not fully scoped. This includes installation costs to cover project management, enabling works and some scope for price increases. It is recognised that this funding gap is beyond the current budget in place, however this will be kept under review and officers will continue to identify opportunities to find alternative sources of funding (including from the government).
- 6.5.2 A large amount of the funding gap has been identified as works that are already required to maintain our stock over the next 19 years and will be subject to MTFS approval in relevant years. These works include components such as windows, boilers, walls and roofs.
- 6.5.3 Within the current 10-year HRA plan, £101m has been assigned to fund retrofit works to Council stock, in addition to the major works programme. Of this £101m, £34m is included in the draft HRA budget for 2023 to 2028 presented to cabinet in December 2022. This HRA budget can be used to leverage additional funding, such as the Government's £800m Social Housing Decarbonisation fund.
- 6.5.4 It is expected that the residual amount will come from external resources. The Council will actively seek out funding opportunities for the benefit of our communities. It will ensure it is bid ready for government funding opportunities such as the current Social Housing Decarbonisation Fund. Opportunities to secure Energy Company Obligation (ECO) funding will also be explored with obligated energy suppliers. Should this funding not be realised, the programme will need to be scaled back accordingly.
- 6.5.5 The impact of any energy saving works on leaseholders will be managed in accordance with agreed council policies. Leaseholders will be engaged in decisions to ensure that costs are manageable and that energy bills are more sustainable. For some properties, the energy efficiency upgrades required will be significant. We will investigate options from funding streams for the private sector which can support leaseholders with buying into any new technologies planned for tenanted stock or fabric improvements which are rechargeable.

6.6 SHDF Bid

- 6.6.1 The Council has made an application to the second wave of funding (£800m) from the Social Housing Decarbonisation Fund (SHDF). This government

scheme is focused on improving the energy performance of social rented homes, with the objective of raising properties to EPC B and C, on the pathway to net zero.

- 6.6.2 The first phase of the retrofit programme has modelled around the current window replacement programme. This has been used to identify properties which are eligible for grant funding.
- 6.6.3 Overall, 465 homes are included in phase 1 of the retrofit programme. This will be delivered from 2023 to March 2025. Of these 465 homes, 405 are eligible for SHDF funding. The rate of retrofit delivery will ramp up in the following phases and targets will be agreed with the delivery partner, once in place.
- 6.6.5 It is already planned to undertake energy efficiency works on 176 properties in 2024 as part of the refurbishment of Broadwater Farm. The works include external wall insulation, ventilation, and a window replacement.
- 6.6.6 The cost to deliver the retrofit work, along with available funding is set out in the tables below:

	Cost	SHDF Funding	Council Funding (HRA)
Street Properties - Value of Works	£5.5m	£2m	£3.5m
Street Properties -Administration and Ancillary costs	£971k	£293k	£678k
Broadwater Farm value of works	£7.7m	£2m	£5.7m
Broadwater Farm administration and ancillary costs	£670,000	£264,000	£406,000
TOTAL COST	£14.8m	£4.5m	£10.3m

The costs were reviewed against Housing Property Services schedule of rates (2022) and are now subject to a soft marketing exercise for confirmation.

- 6.6.6 There is capacity within the Council's Housing carbon budget 2023/24 and 2024/25 to fund the Street properties retrofit (£4.2m). The works at Broadwater Farm are already included in the existing refurbishment budget (£6.1m).
- 6.6.7 It is proposed to undertake fabric improvements to these properties. Where properties are scheduled for a boiler replacement in the near future, or already have electric heating, a heat pump may be considered. Where heat pumps are installed the properties can be considered a pilot project and their performance evaluated for future roll-outs.
- 6.6.8 A summary of the phase 1 retrofit projects for delivery in 2023 to 2025 are shown the table below. These have been selected using planned works data

alongside the worst performing properties. Further retrofit phases will be scheduled once future planned maintenance schedules are determined. Please note, the sites listed below are subject to more detailed analysis and may change.

Houses

Estate Name	Total Nos of properties	Nos eligible for funding	No of Leaseholder properties
Coldfall, N10	218	158	0
Scattered	26	26	0
White Hart Lane N17	39	39	0
Antill/Hanover, N15	4	4	0
Quernmore Rd, N4	2	2	0
TOTALS	289	229	0

Flats To be installed 2024/25

Area	Total Nos Properties	Nos of properties eligible for funding	Nos of tenanted properties	Nos of Leaseholder properties
Broadwater Farm – Marthlesham and Rochford	176	176	142	34

If successful, SHDF funding will contribute £16,900 for each leasehold property. The Council's contribution will require Section 20 Consultation; however the grant funded element may not be recharged to Leaseholders.

6.7 Consultation

- 6.7.1 The need to deliver this retrofit programme has been demonstrated and consulted on through various consultation channels and the development of related Council strategies. These include the development of the Council's Affordable Energy Strategy, and the Borough's Climate Change Action Plan. Both of these documents asked for and received feedback on the need, and the targets to be achieved in the delivery of affordable energy costs for residents and tenants. The Council is now taking this agreed ambition forward through the development of this Action Plan.
- 6.7.2 The success of any retrofit programme is dependent on buy-in from residents. Given the level of potential intrusive and disruptive works, as well as introduction of new and unfamiliar technologies, raising awareness and proactive resident engagement planning is key. We will therefore work in partnership with tenants on co-design and ensure effective engagement before, during and after works. As such a retrofit project engagement template has been designed which covers all stages of the process and is included in the Council Housing Energy Action Plan (Appendix A).

6.7.3 The consultation process will include formal s105 consultation of those secure tenants potentially affected by the works, together with s20 consultation of leaseholders as appropriate.

6.8 Governance and Delivery

6.8.1 A cross departmental programme management group will be set up and will meet regularly. This will oversee the implementation of this Action Plan.

6.8.2 Works will be delivered by Housing Property Services Asset Management Team where existing roles include a Senior Energy Project Manager, Energy Project Manager and Community Energy Liaison officer. These post holders will be supported by the existing Major Works delivery project team with a view to integrating delivery into the major works programme.

6.8.3 To deliver the retrofit projects in 2023 a procurement is required to appoint a multi-disciplinary design consultant to complete retrofit assessments, technical designs, cost and construction plans. Award of these contracts will be subject to further decision making papers. This approach will best support us to deliver any successful bid from the SHDF, make informed decisions for the delivery of the retrofit programme and be prepared for the partnering contract to deliver the majority of retrofit works to the stock.

6.8.4 From 2024 retrofits will be delivered through the new housing delivery partnering contracts. The procurement of a contractor has commenced and will be subject to further cabinet approval.

6.8.5 Works at Broadwater Farm will be delivered through the refurbishment programme and will be subject to further cabinet approvals.

6.8.4 To ensure that wider local benefit of the transition of to our low carbon future is realised, the Council is working closely with the College of Haringey, Enfield and North East London (CONEL) on shaping their syllabus to ensure that there is a local trained workforce to undertake these works, either as an individual or SME's or a workforce that can be employed within larger Council contracts. This has resulted in training on installation of insulation and PAS2035/2030 standards being able to be offered to the community. The Council will also be directing residents to these training and development opportunities. The Council will then be ensuring that future procurement requires a local workforce to be used.

6.8.5 Progress will be publicly reported as follows: -

- Annually through the Annual Carbon Report
- Bi-annually to government through the Home Energy Conservation Act (HECA) requirements

7. Contribution to strategic outcomes

7.1 Achieving the borough's Climate Change Action Plan outcomes will require extensive refurbishment of the borough's housing stock.

7.2 Improving the energy efficiency of our housing stock to reduce fuel bills is the most effective means of achieving a key objective of the Council's Affordable Energy Strategy 2020-2025. Improving the energy efficiency of homes remains the most sustainable, long-term solution to fuel poverty.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Head of Legal and Governance (Monitoring Officer), Equalities)

8.1 Strategic Procurement

8.1.1 Strategic Procurement note the content of the report. Strategic Procurement will work with the service area in the delivery of future procurements associated with the energy action plan.

8.2 Finance

8.2.1 This project is to bring the listed properties to EPC rating B. The total number of properties identified is 465, of which 405 is eligible for social Housing decarbonisation fund (SHDF).

8.2.2 It is estimated that this phase of the project will cost £14.8m. It is expected that £4.5m will be funded from SHDF and £10.3m will be funded from HRA.

8.2.3 There is a provision in the BWF capital programme budget/MTFS for £6.1m decarbonisation works and £4.2m in the carbon reduction programme budget.

8.2.4 The current HRA financial plan (carbon reduction programme) has a provision of £101m over a 10-year period.

8.2.5 There is a risk that the project might be scaled back if no funding is received or lower than projected funding is received.

8.2.6 There are about 34 leaseholders that will be affected by this project. It is expected that leaseholders will contribute their share of cost of the works.

8.2.7 Their contribution cannot be reasonably estimated at this stage until external funding is confirmed. It is estimated that grant funding for leasehold unit will be circa £16,900. This will reduce the leaseholder contribution to costs of works.

8.3 Legal

8.3.1 The Head of Legal and Governance has been consulted in the drafting of this report.

8.3.2 By s105 of the Housing Act 1985 ("the Act") the Council is required to consult those of its secure tenants likely to be substantially affected by matters of housing management to which the section applies.

8.3.3 The works envisaged by this report constitute a "new programme of...improvement..." within the meaning of the section and hence consultation is required in accordance with the Council's arrangements.

- 8.3.4 The Council's standard residential long leases include an obligation to contribute towards repair and in many cases also towards improvement. Consultation under s20 of the Landlord and Tenant Act 1985 is required where the Council seeks to recover the cost of such works; further advice as to the form that consultation must take will be given as and when further reports seek authority for the procurement of those works.
- 8.3.5 The multi-disciplinary consultant and works contractor(s) will need to be procured in accordance with the Public Contracts Regulations 2015. These appointments will be subject to further reports.
- 8.3.6 In the event that funding is secured, an agreement(s) should be entered into in accordance with the procedures prescribed under CSO 4.02, 9.07 and 17 of the Council's Contract Standing Orders. This report recommends that Cabinet delegate authority to the Director of Placemaking and Housing (after consultation with the Cabinet Member for Housing Services, Private Renters and Planning the Director of Finance and the Head of Legal and Governance), to accept funding and enter into funding agreement(s). Accordingly, if approved by Cabinet, the Director will be authorised to enter into funding agreement(s) notwithstanding that they may be in excess of £500,000 in value.

8.4 Equality

- 8.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share those protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not.
- 8.4.2 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 8.4.3 This decision relates to the Council's Housing Energy Action Plan for its housing stock and how we will implement energy efficiency retrofits across the Council's housing portfolio.
- 8.4.4 Increased energy efficiency will benefit tenants in Haringey Council housing by decreasing energy costs. Black people, older people, people with disabilities, women and naturally low-income households are over-represented among current Council tenants. Therefore, reducing tenants' energy bills is likely to impact those with protected characteristics positively, and readers should note that there are no predicted negative implications.

8.5.4 Reducing carbon emissions has broader equality implications for the population. The climate crisis will disproportionately impact younger people, lower-income people, and already marginalised groups. Therefore, measures to reduce carbon emissions represent means of preventing and mitigating future inequalities.

8.5.5 As an organisation carrying out a public function on behalf of a public body, the Contractor/s hired to perform the retrofits will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above.

9 Use of Appendices

Appendix A – Council Housing Energy Action Plan

10 Local Government (Access to Information) Act 1985

None

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Council Housing Energy Action Plan

2023 - 2028

V.2.6 GC (JW) 27/10/22

Energy Action Plan for Council Housing Stock (2023/24 to 2027/28)

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Executive Summary

The Council Housing Energy Action Plan (HEAP) sets out the Council's approach for retrofitting¹ its housing stock, with detailed targets and outcomes for the period 2023 to 2028.

This Action Plan will deliver the Council's Affordable Energy Strategy (2019) target to retrofit as many fuel poor homes 'as is reasonably practicable' Energy Performance Certificate (EPC) rating of C by 2030. It also sets out how the Council will deliver Haringey's Climate Change Action Plan (2021) that sets an objective to retrofit Council owned homes to an average EPC rating of B by 2035 and EPC A, where technically feasible, by 2041.

The Council's approach to the retrofit of its council owned housing stock will be to firstly improve the fabric of property, secondly to incorporate low and zero carbon heat and power, and then renewables.

To achieve EPC B, nearly all of the Council's 15,453 homes will require some sort of energy efficiency interventions. Circa 1,500 homes per year will need retrofitting to achieve the 2035 target.

Some of the retrofit will be covered by works that are already required to maintain our stock over the next 19 years. These works include components such as windows, boilers, walls and roofs.

Alongside this in February 2021 Cabinet agreed a 10-year HRA Business Plan which included capital of £101m to fund retrofit works to council stock, in addition to the major works programme. Of the £101m, £34m has been approved for spend by 2028.

To ensure maximum impact and value for money, energy works will also be delivered in conjunction with the Council's planned maintenance programme of works.

This agreed HRA funding can be used to leverage additional funding, including the Government's £800m Social Housing Decarbonisation Fund (SHDF) which opened for bids in August 2022 for funding for 2023 to 2025 with the objective of raising properties to EPC C.

In the development of the Action Plan a number of scenarios were modelled and a road map for decarbonising the Council's housing stock was developed. The Action Plan makes several recommendations including adopting minimum heat demand (kWh/m²) standards for all homes and a dedicated single approach for deep retrofit, to ensure that technical risk is managed. For some properties, where funding can be secured a higher retrofit standard e.g. Energiesprong² or Enerphit³, may be more appropriate.

The objectives of this action plan are:-

¹ 'Retrofitting' refers to the fitting of new systems designed for high energy efficiency and low energy consumption to buildings previously built without them. This can range from small activities such as fitting energy-efficient light bulbs to installing state of the art heating systems

² Energiesprong. Homes are fully insulated using offsite manufactured wall and roof panels in conjunction with pre-assembled 'energy pods' The works are guaranteed and tenants can be charged a comfort charge to offset the retrofit costs.

³ Enerphit looks to meet high levels of energy efficiency when retrofitting an existing property. The core focus is to dramatically reduce the requirement for space heating and cooling, whilst also creating excellent indoor comfort levels.

- 1) To reduce the carbon emissions from the Council's housing stock and meet Haringey Climate Change Action Plan targets
- 2) To minimise the impact of rising energy costs on Council tenants and meet the objectives of Haringey's Affordable Energy Strategy to reduce fuel poverty

The key principles of the Council Housing Energy Action Plan are:-

- When delivering a Whole House Retrofit Plan we will promote a Fabric first approach
- To target the worst energy performing homes first, and where we can incorporating these works into the major works programme
- Alignment with the relevant borough wide strategic objectives to deliver maximum impact – eg best value, fuel poverty, the DEN programme, air quality improvements
- To phase out gas boilers from 2026
- To ensure compliance with government retrofit standards (PAS2035 and PAS30) and Trustmark
- To work in partnership with residents on co-design and successful delivery
- Continue to support innovation in reducing energy costs
- To use existing budgets to leverage additional external funding to maximise delivery

The action plan will be delivered by:

- Actively managing and maintaining the quality and accuracy of our data
- Actively engaging and consulting residents
- Supporting a professional team to deliver the strategy
- Continuous learning and improvement

The key risks to the strategy being achieved are:

- Availability of future funding and uncertainty around future material costs given the current volatility of the market and the increasing demands on the HRA eg building safety requirements
- Unintended consequences of retrofit e.g., mould, condensation, overheating
- Inability to secure conservation and planning approvals
- Failure to engage residents effectively

Progress against the programme of works will be monitored by:

- A cross departmental Retrofit Working Group
- Highlight reports will report into the senior officer boards
- Performance will be published in the Annual Carbon Report and the Home Energy Conservation Act (HECA) reports on the Council's webpages.

Finally, the success of any retrofit programme is dependent on buy-in from tenants and leaseholders. As such a separate retrofit engagement plan has been developed which follows the retrofit customer journey. A subgroup of the Retrofit Working Group will be set up to work with residents in planning the Council's engagement programme.

An effective retrofit strategy is also dependent on having good quality data. The Council is in the process of procuring a new Asset Management system, conducting a comprehensive stock condition survey and has acquired energy modelling software which enables us to scenario plan.

The retrofit programme represents significant additional investment for the Council which will require a specialist cross – disciplinary team to deliver. Delivery will be overseen by Retrofit Co-ordinators in line with PAS2035 requirements.

1. Introduction

This document sets out the Council's approach for retrofitting its housing stock. This includes key principles, costs, and a delivery plan for retrofitting the housing stock to meet the following:

1.1 Aims and Objectives of the Council's Housing Energy Action Plan

1) To reduce the carbon emissions from the Council's housing stock and meet Haringey Climate Change Action Plan targets

Haringey's Climate Change Action Plan sets a target for the Council's housing stock to reach an average EPC Band of B by 2035 and EPC Band A by 2041, where this is technically feasible.

A reduction in the housing carbon emissions could be achieved by replacing fossil fuelled heating with electric heating, such as heat pumps, on the assumption that by 2050 the grid will have been decarbonised through renewable energy generation. However, insulating the properties first will reduce overall energy demand mitigating against expensive upgrades to local electricity networks and reducing the size and capital cost of the heating system itself.

2) To minimise the impact of rising energy costs on Council tenants and meet the objectives of Haringey's Affordable Energy Strategy to reduce fuel poverty.

Haringey's Affordable Energy Strategy sets a target to retrofit as many fuel poor homes 'as is reasonably practicable' to achieve a minimum EPC Band C by 2030.

The retrofits will be designed to avoid increasing tenants energy costs. Electricity costs more per unit than gas. Converting properties to electric heating could therefore increase energy bills. The focus will therefore be to reduce energy demand to ensure that annual fuel bills do not increase due to the retrofit. Insulating properties to a good standard will retain heat for longer, reducing energy use and could enable tenants to benefit from time of use tariffs. This will provide tenants with some protection from the current energy price crisis.

To support delivery of these objectives, the Council procured an energy and sustainability consultancy (Turner and Townsend) to prepare:

- An EPC B and decarbonisation action plan that establishes the strategic principles, methodology, resources and costs required to decarbonise the Council's housing stock,
- A resident retrofit engagement plan to support delivering of retrofit, and
- A Phase 1 retrofit delivery plan for the period 2023 to 2025.

1.2. Key Principles

The key principles of the Council Housing Energy Action Plan are:-

- *Whole House Retrofit Plans with a fabric first approach*
This involves upgrading the fabric of the property (walls, roofs, windows, floors, doors), thereby reducing heat demand in the first instance, followed by decarbonising heating systems and installing onsite renewables.
- *Worst first – alongside integration with major works programmes*

While the vast majority of the retrofit works will be channelled into the mainstream programme, separate arrangements will be put in place to deliver out of sequence works to the poorest performing stock which cannot wait for the mainstream cycle.

- *To align with borough wider strategic objectives to deliver maximum impact*
This involves looking at significant infrastructure projects, such as the Decentralised Energy Network (DEN) programme and ensuring that positive opportunities are taken.
- *To phase out the installation of new gas boilers after 2026*
These will be replaced with decarbonised heating systems, with air source heat pumps (ASHPs) being the most likely alternative over the next 10 years. ASHPs will require the Council to ensure that the houses have high levels of insulation before fitting. While ASHPs are low carbon, due to their low temperature heat output, they are expensive to run in badly performing buildings.

Compliance with Government retrofit standards (PAS2035/2030) and Trustmark.

This will ensure that projects are eligible for current government funding streams and reduce the risk of introducing unintended consequences such as damp, mould and overheating. Following PAS2035 will result in each home being assessed to confirm the package of works to be installed and phased as appropriate with cost reviews and options included as part of the process. . PAS2035 includes a monitoring and evaluation process to ensure the quality of works and that properties perform as expected post installation. This will be required at the end of all works on our homes, and will be embedded in all projects through the Councils procurement process.

- *Working in partnership with tenants on co-design*
This to ensure effective tenant engagement before, during and after works.
- *Support innovation in reducing energy costs.*
The Council will continue to review emerging technologies and innovation, such as Energiesprong and Enerphit. However, these will need to demonstrate local business cases or increased external funding.
- *Use of HRA budget to leverage additional external funding*
We will use the agreed funding in the Capital programme to lever in other funding streams. e.g., bid for Social Housing Decarbonisation Fund.

The strategy will be delivered by:

- Actively managing and maintaining the quality and accuracy of our data
- Actively engaging and consulting residents
- Supporting a professional team to deliver the strategy
- Continuous learning, cross departmental working and improvement

1.3 Strategic Context and Links to National Policy, Corporate Plans and Strategies

1.3.1 Haringey

The Action Plan sets out how we plan to improve the energy performance of Haringey's housing stock in support of the Council's Climate Change Action Plan (2021) and Affordable Energy Strategy (2020). It is also aligned with the Asset Management Strategy (2021), the draft Housing Strategy (2022) and the 2022/5 - Year Mid Term Financial Strategy. It supports Borough Plan (2019 to 2023) outcome 3 – to drive up the quality of housing for everyone.

1.3.2 National policy context

In 2019, the UK government set out a target to achieve net zero greenhouse gas emissions across the whole UK by 2050. In 2021 the Government made a further commitment to reducing UK emissions by 78% by 2035. Home heating is responsible for about **14%** of the UK's carbon emissions, and is a key area for the government to tackle if it is to meet its carbon reduction targets.

- The Clean Growth Strategy (2018), the UK government has set a target for social housing providers to upgrade as many homes as possible to a minimum rating of EPC Band C by 2030.
- In England, a fuel poverty target has been set to improve as many fuel poor homes as is reasonably practicable to a minimum energy efficiency rating of Band C by the end of 2030. The Building and Heat Strategy 2021 sets out an ambition to phase out natural gas boilers and other fossil fuels for heating by 2035.

The UK government has committed £3.8bn to the Social Housing Decarbonisation Fund (SHDF) over a 10-year period to improve the energy performance of social rented homes, on the pathway to Net Zero 2050. This funding is being released in phases. The current phase will see the delivery of retrofits in the UK to the value of £800m from 2023 to 2025. The SHDF aims to deliver warm, energy-efficient homes, reduce carbon emissions and fuel bills, tackle fuel poverty, and support green jobs.

1.3.3 Retrofit Hierarchy- Best practice

In line with best practice the retrofit hierarchy, of improving building fabric before incorporating low and zero carbon heat and power, then renewables, has been used to determine the approach of this action plan.

In principle this means that only when the fabric has been driven to the highest possible performance, that low and zero carbon heat and power is considered. Reducing energy demands first means that subsequent improvements like replacement of gas boilers with heat pumps will have a lower capital cost and operational energy costs will be kept as low as possible. Finally, generating energy through technologies such as solar PV panels can be considered. Integration of a demand-side response with or without energy storage could further reduce energy costs. This approach enables us to phase works to properties and spread the cost of our retrofit investment. For most of the stock this will bring them as close as possible to net zero carbon and bring the overall borough average up to EPC B.

1.3.4 PAS2035 and PAS2030 standards

The strategy has also been designed to ensure compliance with British Standards Institute (BSI) PAS 2035 which is the new over-arching document in the retrofit standards framework introduced following the recommendations of the government commissioned Each Home Counts review. PAS 2035 essentially provides a specification and guidance for the energy retrofit of domestic buildings, and details best practice guidance for domestic retrofit projects. PAS 2035 pertains to retrofit quality standards and is designed to clarify the responsibilities of those in retrofit roles and the qualifications they must hold prior to the commencement of any physical retrofitting installation. We will also ensure that our installers are PAS 2030 accredited. This standard sets out the requirements for installing energy efficiency measures in domestic retrofit projects.

The above standards are currently required for eligibility to secure government funding streams, and should any new standards be required in the future we will adapt and adopt accordingly.

1.3.5 London Context

The Mayor of London, has set a target for London to be net zero carbon by 2030. To achieve this the Accelerated Green pathway has been adopted. Amongst other things, achieving this will require:

- Nearly 40 per cent reduction in the total heat demand of our buildings, requiring over 2 million homes and a quarter of a million non-domestic buildings to become properly insulated
- 2.2 million heat pumps in operation in London by 2030
- 460,000 buildings connected to district heating networks by 2030

Programmes supporting these targets include:-

1.3.6. London Councils – Retrofit London Housing Action Plan

The Retrofit London Housing Action Plan was launched by London Councils in October 2021. It provides a cross-tenure, approach to retrofitting London's 3.7 million homes so they are an average of EPC B or equivalent by 2030. It sets out a number of collaborative actions that can be taken forward in London along with proposed metrics – including overall carbon emissions, space heating demand and energy use – that can be adopted to ensure the average EPC B target is achieved in a way that fully realises London's ambitions to address climate change and fuel poverty. The average SAP rating for social housing stock in London is 66.52 (Band D⁴).

The Retrofit London Housing Action plan suggests the adoption of an average space heating demand target of 65 kWh/m²/yr. This target is for both private and social housing stock. The Council Housing Energy Action Plan recommends a more demanding target for the Council's own stock to ensure suitable fabric improvements are undertaken to reduce tenants' exposure to higher fuel bills.

1.3.7 GLA Retrofit Accelerator - Homes | London City Hall

⁴ Source: London Councils Pathway Report 2021

This programme currently provides London boroughs with the technical expertise to kick-start ‘whole-house’ retrofit projects across the capital. It also helps build a network of suppliers and opportunities to accelerate the much-needed retrofitting of private homes.

1.3.8 Retrofit Accelerator - Innovation Partnership

The Mayor’s Innovation Partnership moves the work of the Retrofit Accelerator - Homes one step further.

The Partnership aims to drive innovation throughout the nationwide supply chain and reduce costs. Haringey along with 6 other London Boroughs is a member of this partnership. The intention is that by 2024 a framework for delivering retrofit projects will be launched. This framework has a potential value of £10 billion, equivalent to up to 190,000 retrofitted homes, which would create around 150,000 jobs over a decade.

2. Council Housing Portfolio and current Energy Performance

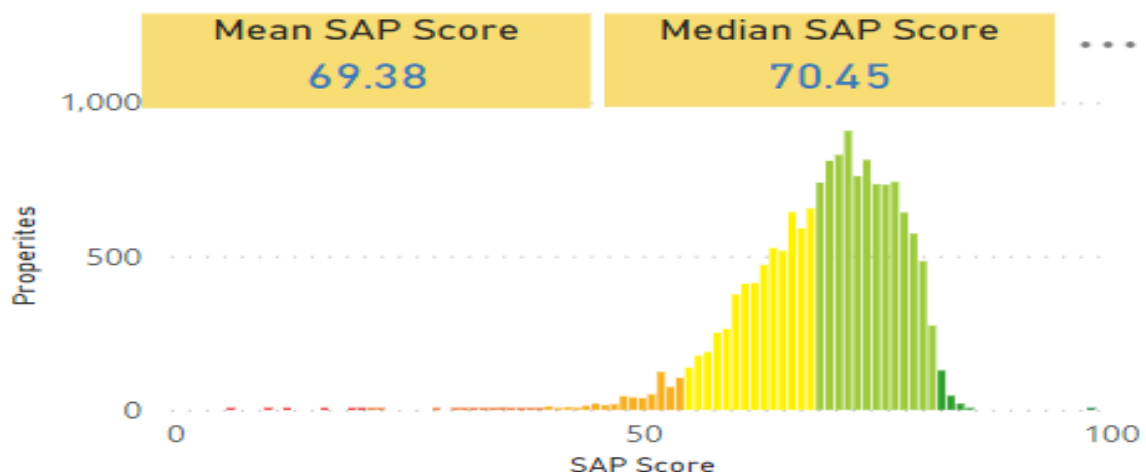
2.1 EPC Performance

The Council manages a total of 20,259 dwellings, comprising 15,325 tenanted and 4,934 leasehold homes. This includes high rise blocks, flatted estates, and a portfolio of scattered houses and house conversion. The average EPC rating is Band C, with the lowest performing stock comprised largely of pre - 1918 solid wall houses. There are currently 6,232 homes below an EPC Band C. Table 1, provides a breakdown of the EPC bands in the Council’s housing portfolio. This list excludes new build properties which will comply with our Local Plan and be built to zero-carbon standards.

EPC Band	Nos of properties
A	2
B	473
C	8766
D	5607
E	572
F	27
G	6

Table 1 -EPC band profile of Haringey Council housing stock

EPC Bands are calculated using Standard Assessment Procedure (SAP) scores. Figure 1 shows how Haringey’s portfolio currently performs in relation to SAP. The stock performs relatively well, with an **average SAP score of 69.38**, compared to a national average for



social housing stock of 69. The average SAP rating for social housing stock in London is 66.52.

Figure 1 -SAP score profile of Haringey Council housing stock

2.2 Current Carbon performance

For CO₂, the average emissions per home are 2.60tCO₂, below the national average of 2.7tCO₂ per home. This gives the Council a housing carbon baseline of 40.193.25tCO₂.

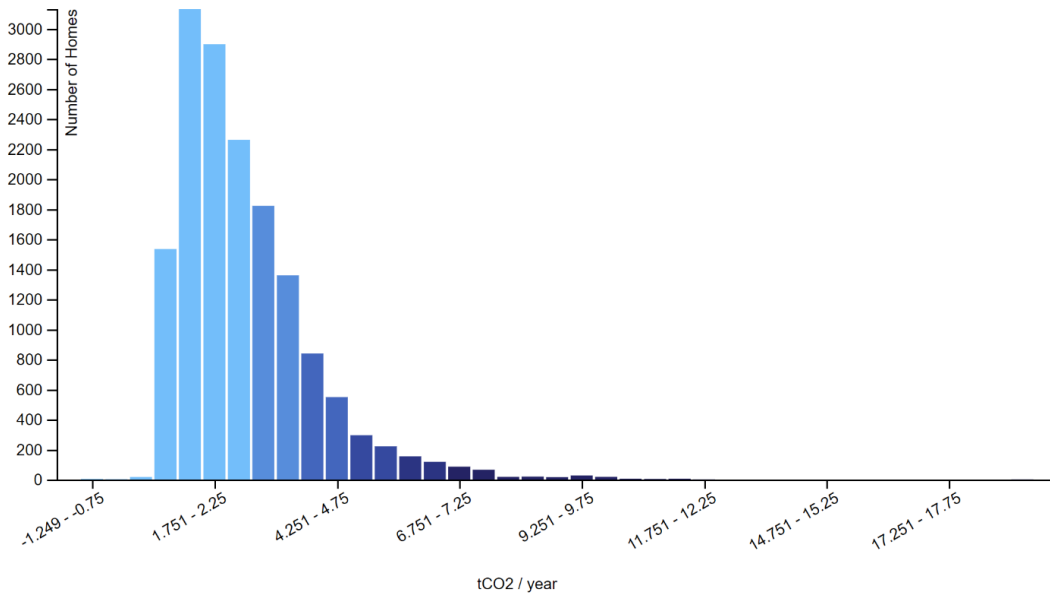


Figure 2 – Carbon Dioxide emissions from Haringey Council housing stock

2.3 Energy bills -

Figure 3 provides an illustration of the fuel bill profile of the Council’s housing stock. Calculations are based on the price cap increase of October 2022 and include energy used for heating, cooling, water heating, lights, fans, and pumps. The use of appliances, cooking facilities, electric vehicle chargers and non-fixed lighting, are excluded.

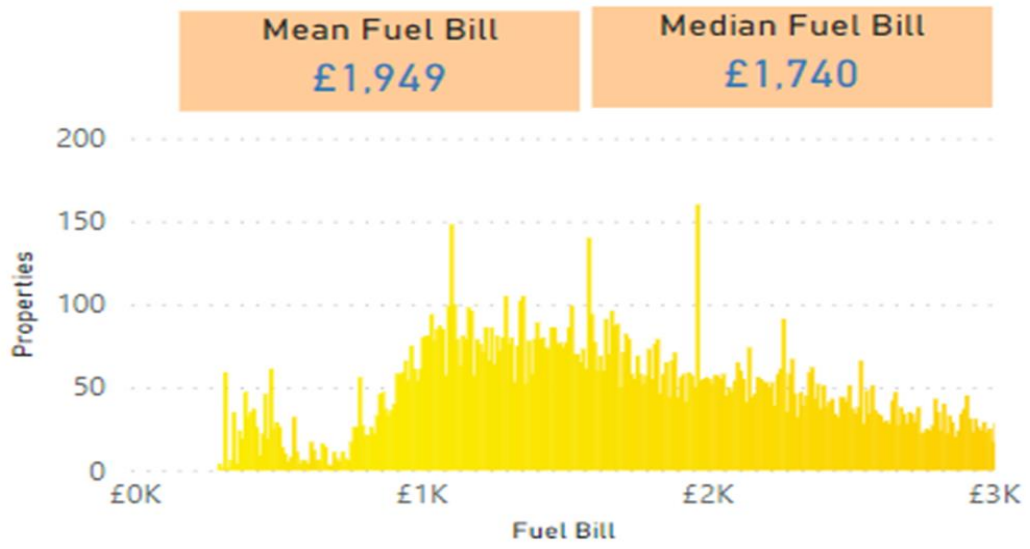


Figure 3 – Fuel bill profile for Haringey Council housing stock

2.4 Key Characteristics of Council housing stock

- The average heating demand is 84 kwh/m²
- 93% of all the properties in Haringey's stock are fuelled by gas. This is a combination of individual and communal gas boilers. Significant investment will be required to convert these to low carbon heating as gas is phased out.
- 35% of the stock has uninsulated solid walls
- The vast majority of homes have double glazing but 1,176 properties are single glazed and are located in conservation areas.
- 22% of the housing stock is in conservation areas
- Flats are the most common property type with houses second. Terraces make up the vast majority of houses.

3. Funding the Retrofit Programme

3.1 Housing Revenue Account

Meeting the EPC B target and adopting the heat demand metrics set out in paragraph 4.1 will require investment which is currently not fully scoped. This includes installation costs to cover project management, enabling works and some scope for price increases. It is recognised that this funding gap is beyond the current budget in place, however this will be kept under review and officers will continue to identify opportunities to find alternative sources of funding (including from the government).

A large amount of the funding gap has been identified as works that are already required to maintain our stock over the next 19 years and will be subject to MTF approval in relevant years. These works include components such as windows, boilers, walls and roofs.

The Housing Revenue Account (HRA) Business Plan defines the capital resources available for investing in the Council's housing stock. The major works programme includes provision of energy efficient boilers, double glazing, and insulation, which provide some contribution to improving energy performance. However, in recognition that this alone would not be enough to meet the Council's carbon reduction targets, an additional budget of £101m was agreed by February 2021 Cabinet as part of the then 10 Year HRA Business Plan, to fund energy retrofit measures, over and above the mainstream major works programme. Of the £101m, £34m has been approved for spend by 2028.

The budgets will be integrated as far as is practicable with the major works programme so that works can be delivered at the same time which will not only be less disruptive for residents but provide better value for money.

The intention is to maximise use of this Council budget as leverage for drawing in additional external funding from national government (such as the Social Housing Decarbonisation Fund), energy companies (such as Energy Company Obligation ECO funding) and regional funding (such as the Mayor's Energy Efficiency Fund). This will help to reduce the retrofit budget gap. If this external funding cannot be secured the programme will be adjusted accordingly.

3.2 Social Housing Decarbonisation Fund (SHDF) Phase 2

The Council has made an application to the second wave of funding (£800m) from the Social Housing Decarbonisation Fund (SHDF). This government scheme is focused on improving the energy performance of social rented homes, with the objective of raising properties to EPC Band C, on the pathway to net zero. Higher grants are available for the poorest

performing solid wall properties so this is the stock we have targeted as part of our bid. We can also include an element of leasehold properties (up to 10%) in the bid. There is a two-year delivery period from March 2023 to March 2025.

405 Band D,E,F,G properties have been included in the bid that currently meet the criteria and fall within the major works delivery programme. This includes a mix of archetypes – excluding high and medium rise flats.

3.3 Energy Company Obligation (ECO) Phase 4

ECO4 is the fourth and final phase of the Government's Energy Company Obligation which was launched in April 2022 and is due to continue until 31 March 2026. The ECO4 scheme can fund new heating systems, loft or cavity wall installation and other measures designed primarily to increase energy efficiency and reduce fuel poverty and energy costs. Only stock with EPC Band rating D to G are eligible.

3.4 Regional Funding opportunities

The Mayor of London's Energy Efficiency Fund (MEEF) The MEEF is a £500m investment fund established in 2018 by the GLA with funding from the European Commission, which looks at providing flexible and competitive finance for low carbon projects across London.

3.5 Leaseholders

The impact of any energy saving works on leaseholders will be managed in accordance with agreed council policies. Leaseholders will be engaged in decisions to ensure that costs are manageable and that energy bills are more sustainable. For some properties, the energy efficiency upgrades required will be significant. We will investigate options from funding streams for the private sector which can support leaseholders with buying into any new technologies planned for tenanted stock or fabric improvements which are rechargeable. Where leaseholders wish to install energy saving measures outside of the Council retrofit programme, the Council will promote and encourage leaseholders to upgrade their properties in alignment with the Council's retrofit plan.

4. Delivering our Objectives - actions

Action 1:- Adopt a base Energy Metric and Retrofit Standard

In developing the Action Plan, Turner and Townsend modelled investment scenarios for three 'branded' standards for low carbon retrofit: Zero Carbon Hub, EnerPhit and Energiesprong. They also developed their own archetype specific scenario. Common to all approaches is a focus on heat demand i.e., kwh/m2 over SAP/EPC targets. It is recommended that the Council adopts heat demand target ranges for our common archetypes (46 kwh/m2 for semi/detached homes, 39 kwh/m2 for other dwellings). It is also recommended to establish the tipping point between reducing heating demand and delivery cost, and when this occurs to use higher standards like EnerPhit and Energiesprong for particular archetypes e.g., where structural issues with a property required a deeper level of retrofit with remedial works cost exceeding £30,000.

Our approach therefore will be to adopt a base technical standard but to consider deeper retrofit for particular stock archetypes, in certain circumstances, based on funding available, and local circumstances.

Although the deeper retrofit standards enable one hit futureproofing for the lifetime of a property, reducing bills and providing greater health benefits. They are still an emerging

technology and therefore can be costly, technically complex and more disruptive for residents.

Action 2: Manage Overheating and Ventilation Risks

To deliver best practice we will address building performance as a whole including overheating risks and ventilation requirements.

In some instances, energy efficiency measures can exacerbate overheating. However, this is usually only a problem if the dwelling is already overheating perhaps due to excessive solar gains or insufficient ventilation. Retrofit projects can offer opportunities to improve conditions through better ventilation, control of solar gains, and the reduction of uncontrolled heat gains from inefficient heating and hot water systems. Following PAS2035 standards will ensure that overheating risks are considered and assessed.

Insulating properties to reduce heat loss and draughts by improving air tightness means that properties must have a ventilation strategy to refresh the indoor air to remove pollutants (eg water vapour from cooking), supply fresh air for the occupants and provide a means of cooling in summer. Enhanced ventilation such as Mechanical Ventilation with Heat Recovery (MVHR) may be needed to deliver the required amount of fresh air in a controlled fashion while recovering heat from the exhaust air before expelling it. Heating demand is therefore reduced by pre-heating the fresh air supply with the heat from the stale warm air. This also provides added health benefits resulting from the improvement in air quality.

Interaction between different retrofit measures needs to be identified in advance at design stage, to understand where risk management actions need to be put in place, in line with the PAS2035 process. This ensures we improve the indoor air quality as part of the retrofit and helps deal with mould and condensation problems.

Action 3: Deliver Wider Social Value

It is anticipated that, in order to achieve the EPC B target, nearly all of the Council's housing stock will require some form of intervention to a varying degree. Given the scale of investment required, the intention is to integrate energy measures with the mainstream major works programme, as far as is practical.

The Council is currently developing proposals for long-term partnering contracts to deliver capital investment. This will include the retrofit works. This contracting model will enable smoother delivery of integrated and long-term investment in the stock and critically will be less disruptive for residents. This is expected to be in place by November 2023.

Compliance with PAS2035 will be built into our delivery model and all contractors will be required to be PAS2035 compliant. This includes having a 25 year improvement plan in place for every property.

The Council will work with skills and training providers (such as CONEL) to support them in developing a Retrofit syllabus, that our local workforce can access. This will ensure that our borough's work force have the right skills and qualifications to undertake this work, either directly with the Council or as an employee of our contracting partners.

Social Value and local job opportunities criteria will be applied in the long term partner selection process which includes involvement of the local supply chain, employment and training initiatives. We will also seek out other opportunities for local people in support of developing retrofitting skills.

Action 4: Reduce Embodied Carbon

The primary objective of this action plan is to reduce operational energy use. However, embodied carbon⁵ is rising up the retrofit agenda and regulators could introduce measures in the future. The Council will consider the following when designing retrofit schemes:-

- review materials used in the retrofit. For example, the embodied carbon associated with heat pumps varies according to the refrigerants used.
- consider product durability to reduce the number of times a system requires replacement
- carefully time component replacements to reduce unnecessary waste and maximise the lifespan of components
- monitor and report to review against overall performance of the programme.
- review our approach as we learn from the retrofit programme

Action 5: Programme the retrofit works

We have developed the first phase of the retrofit programme modelled around the current window replacement programme. A summary of the projects included is attached at Appendix 1. We will be delivering this phase of the programme over the next two years of the retrofit programme in line with the SHDF funding deadlines. It is proposed to undertake fabric improvements to these properties. Where properties are scheduled for a boiler replacement in the near future, or already have electric heating, a heat pump may be considered. Where heat pumps are installed the properties can be considered a pilot project and their performance evaluated for future roll-outs.

Further phases will be scheduled once future planned maintenance schedules are determined. The number of retrofits will increase in subsequent phases and following the appointment of a delivery partner.

In line with the Government funding requirements, and the Council objectives, the criteria for selecting stock for inclusion in the phases of the retrofit programme are:

- Targeting the worst performing stock, to prioritise those in fuel poverty
- Alignment with the planned major works or boiler replacement programmes to reduce enabling costs (e.g., for scaffolding) and disruption for residents and maximise match funding
- Utilising void periods to undertake retrofit measures alongside remedial works
- To complement regeneration, new build projects and any external wall works programme resulting from the Fire Risk Appraisal of external walls (FRAEW)

⁵ Embodied carbon is defined by [LETI](#) and the [UK Green Building Council](#) as the carbon emissions of a building created by its materials: their extraction, transportation, construction, maintenance, replacement, and end of life treatment.

Action 6: Procure an interim contractor

While the vast majority of the retrofit works will be channelled into the mainstream programme to be delivered by the new partnering contractors, which will be operational from November 2023, we will, in the interim procure a contract to deliver out of sequence works to the poorest performing stock, which cannot wait for the mainstream cycle or the new contracting arrangements to be in place. Typically, this will include elements of the stock rated EPC D and below. Procurement is underway to appoint a multi-disciplinary design consultant to complete retrofit plans, with technical designs and cost plans for the stock included in the SHDF bid.

Action 7: Retrofit major voids

We will also add value to the void process by taking the opportunity to carry out deep retrofit to some of the void properties requiring extensive works. The planned retrofit measures will be determined from a whole house retrofit assessment. The necessary remedial and retrofit work will be undertaken at the same time by competent contractors with PAS 2030 accreditation. The focus of this programme will be on the lowest performing houses EPC D and below, which are in the greatest need of improvement. This will provide invaluable learning from piloting deep retrofit measures but which also can be used as demonstration projects for residents.

Action 8 - Phase out gas from individual homes.

Currently there are 14,327 dwellings with gas-fired boilers. Collectively they emit 31,000 tonnes of carbon per annum burning gas. In order to meet the Council's net zero target, we will need to have removed all individual gas boilers by 2041 and replaced with decarbonised heating. Turner and Townsend has recommended that we phase out the installation of new gas boilers after 2026 and instead substitute with an all – electric system.

In most cases this is likely to involve replacement with a heat pump either individual air source or ground source heat pumps, or communal heat pumps. However, emerging technologies such as infra-red radiant heating will be considered and piloted where appropriate as the Council's retrofit approach is consolidated and for properties where there is not space to install the heat pump or associated hot water tanks. Heat pump installations will be more difficult in blocks of flats, particularly if they have limited open spaces and Victorian terraced houses which have been converted into flats. Hybrid heating or direct electric heating may be more suitable in these situations.

Hydrogen is unlikely to be a viable option in the short to medium term due to the cost of upgrading the gas grid network, production methods⁶ and safety concerns. Basing the Council's approach on the future availability of hydrogen technologies could prove to be flawed when it is too late to switch to an alternative.

Substantial upgrading of the thermal performance of the fabric would be prerequisite to decarbonising heat. This work would be in line with PAS 2035 government guidelines for deep retrofit. Where possible, the installation of Solar PV and thermal will be required to reduce

⁶ Blue Hydrogen is produced using fossil fuels. Carbon capture and storage is therefore required. Economically viable carbon storage is unproven. Green Hydrogen can be produced from renewable energy however using renewables to power heat pumps is 5 times more efficient and safer.

dependence on the grid. The inclusion of batteries and smart controls will be considered to enable residents to benefit from electricity generated through the day.

Tenants will require behavioural support and information to help them transition to using the new technology in their homes.

The overall effect of this proposal would be to not only raise the property portfolio to a better average EPC Band rating, but also to reduce carbon emissions as the electricity supply grid is decarbonising and moves to non-fossil fuel generation.

If gas is removed completely from properties this would generate savings from the Annual Gas Safety Checks that are required in rented properties. However, to achieve this, cookers will also be required to be switched over to electric from gas.

The analysis undertaken by Turner and Townsend did not cover plant room operations for communal heating. Further analysis is required. This will include carrying out energy efficiency surveys on each plantroom to determine retrofit and low carbon heat opportunities.

Action 9: Consider Decentralised Energy Network opportunities/requirements

Haringey is initially focussing on installing Decentralised Energy Networks in three neighbourhoods in North Tottenham, Tottenham Hale and Wood Green as identified in the existing masterplan, and the Council's newly expanded DEN at Broadwater Farm estate. The DENs will use low carbon waste heat to heat homes.

While new build properties are the focus of connections to the DENs, there may be opportunities to connect existing properties where blocks are situated in the vicinity of a new build that is connecting to the supply. Where this is identified an options assessment will be undertaken to consider the business case and affordability of connecting to the DEN. Connections are highly unlikely for individual street properties.

Action 10: Monitor and verify retrofits

Retrofits will need to be verified to ensure the planned performance is matched by in-use performance. Any difference is classed the 'performance gap'. This is a significant issue for retrofits, especially complex ones where different energy efficiency measures might interact with each other in unexpected ways. In part, use of PAS2035 will help to close the performance gap by identifying and mitigating issues during the planning and retrofit stage. However, to ensure that retrofit design requirements are met monitoring and verification will be required.

There are two aspects to monitoring that need consideration.

i. Resident-side monitoring

Following installation of additional insulation, ventilation and air tightness works, monitoring will be needed in a sample number of homes to track:

- Indoor air temperature
- Humidity levels
- Carbon dioxide
- Comfort levels

For a full retrofit with heat and power technologies, residents should have the option of being able to monitor their status. For example:

- In-home displays that allow the resident to monitor how much energy they are using, linking to a smart meter;

- Any internet-connected device that gathers information on the status of the component or relies on a signal from the internet for its normal operation. Residents should have the ability to see any performance information collected from their home and should be alerted if a component cannot function properly due to any temporary disconnection to the internet.

ii Council monitoring

Further consideration will be required to consider whether to establish a central hub to remotely collect performance information. This would facilitate proactive repairs and maintenance for example, solar PV generation can be monitored in real time and fed to a central dashboard, which tracks electricity generation and also raises alerts when inverters fail.

Monitoring devices can also be placed in a sample of homes to track changes to indoor quality, temperature, humidity and CO₂ to help verify retrofit outcomes.

Verification

Using the PAS2035 approach will ensure that energy performance post-retrofit is verified by the installer. This will mean that any deviation from the target performance will need to be made good. This will require contractual provisions and determination of a post-retrofit quality assurance process.

5. Implementation

5.1 Staff resources

The retrofit programme represents significant additional investment for the Council which will require a specialist cross-disciplinary team to deliver. The team will need dedicated resources to fulfil the following functions: contract and programme management, data management, resident liaison and communications. It will be located within the Housing Property Services Asset Management team where existing roles include a Senior Energy Project Manager, Energy Project Manager and Community Energy Liaison officer. These postholders will work alongside the Asset Management programme, contract management and delivery teams with a view to integrating retrofit delivery into the major works programme. Delivery will be overseen by Retrofit Co-ordinators in line with PAS2035 requirements. Retrofit coordination training will be provided to ensure staff are equipped with the correct skills to deliver these functions.

5.2 Governance

Overall responsibility for the strategy will sit with the Director of Placemaking and Housing reporting into the relevant Cabinet Members with respective portfolios for housing and climate action. The Assistant Director of Property Services (Housing) will have responsibility for delivering the retrofit programme through the Housing Asset Management Team. The Council's Carbon Management service will be responsible for strategy oversight, budget management, external bid submissions and reporting.

A Retrofit Working Group will oversee the implementation of the Action Plan. This cross departmental group will meet regularly to review progress against delivery of the strategic milestones (as set out in Appendix 3) and programme KPIs shown below. Highlight reports will report into the senior officer boards. These will feed into the Annual Carbon Report and the Home Energy Conservation Act (HECA) reports which are published on the Council's webpages.

	KPI	Period
Stock energy efficiency	Average SAP Score Number of Properties retrofitted Number of measures installed Number of properties programmed for works Number of properties below EPC C	Quarterly
Data Management	Increase in Portfolio data confidence score	Quarterly
Carbon Emissions	Tonnes / CO2e	Annually
Retrofit Strategy progress	Delivery of milestones shown in Appendix 3	Quarterly

5.3 Key Risks

In drawing up the Action Plan, we have identified risks and considered corrective measures to minimise risk as far as is practical. A risk register is set out at Appendix 2. The risk register covers a number of areas including finance, technical risk, communications, time resources, performance and resident engagement.

5.4 Delivering effective resident engagement

Critically, the success of any retrofit programme is dependent on buy-in from residents, which has been found to be a significant factor in the sector. Given the level of potential intrusive and disruptive works, as well as introduction of new and unfamiliar technologies, raising awareness and proactive resident engagement planning will be key. We will therefore work in partnership with tenants on co-design and ensure effective resident engagement before, during and after works. Energy advice and support will be provided to tenants throughout the process, including post retrofit. To facilitate resident engagement during each project a retrofit project engagement template has been designed which covers all stages of the process and is included in Appendix 4.

We will establish a subgroup of the Retrofit Working Group to plan and further develop the engagement programme. Stakeholders will comprise representatives from Asset Management, Carbon Management, Resident Engagement, as required. Residents, as with all stakeholders, will be made aware that the move to a low carbon economy will produce much better outcomes and a healthier environment that then provides real economic benefit.

5.5 Asset Management Systems and software

All stock modelling and investment decisions depend on good quality data. The Asset Management database forms the cornerstone of the Asset Management Strategy and, in turn will be used to produce data for the retrofit programme. We are in the process of procuring a new system which will better meet our needs in terms of capturing energy data, as well as developing integrated capital work programmes. This is expected to be in place in spring 2023.

We have also acquired energy investment modelling software (Portfolio) which alongside our own stock data, has been used to inform the strategy. We are able to analyse stock data using Portfolio software which includes SAP scores, carbon emissions and modelling fuel bills.

A new comprehensive internal/external stock condition survey is currently underway. The results will be used to update our Asset Management and Portfolio database and will therefore help ensure that our stock modelling and investment decisions are based on good quality data.

Appendix 1 – Phase 1 Retrofit

Please note, the sites listed below are subject to more detailed analysis and may change.

The number of retrofits will increase in subsequent phases.

Houses

Estate Name	Total Nos of properties	Nos eligible for funding	Year of Installation
Coldfall, N10	218	158	23/24
Scattered	26	26	24/25
White Hart Lane N17	39	39	24/25
Antill/Hanover, N15	4	4	24/25
Quernmore Rd, N4	2	2	24/25
TOTALS	289	229	

Flats To be installed 2024/25

Area	Total Nos Properties	Nos of properties eligible for funding	Nos of tenanted properties	Nos of Leaseholder properties
Broadwater Farm – Marthlesham and Rochford	176	176	142	34

Appendix 2 – Risk Register

Category	Risk	Potential Impact	Mitigation
Resident engagement	Low tenant acceptance of retrofit	Failure to deliver targets Reputational damage due to failure to delivery BEIS funding programmes Delays in gaining access to properties	<ul style="list-style-type: none"> Well planned engagement programme Dedicated Community Energy Liaison officer Advice and guidance before, during <u>and</u> post installation of measures Appreciation of tenant characteristics Feedback and involvement in design Publicising tenant experiences of retrofit schemes and benefits
	Energy bill / carbon savings are not realised following retrofit works	Failure to engage tenants in future programmes Failure to reduce fuel poverty	<ul style="list-style-type: none"> Monitoring equipment installed to enable diagnostics Households should be given advice and guidance before, during and post installation of measures
Fuel Poverty	Energy bills rise for fuel poor households due to change in heating system	Inadequate comfort levels Health impacts from inability to heat the home appropriately	<ul style="list-style-type: none"> Maximise fabric / insulation measures to offset the higher costs of electrified heating within property
Data Management	Energy efficiency data for some properties is not correct	Difficulty in identifying suitable / eligible households and therefore delivering against commitments in funding bids Programming and sequencing of works is wrong	<ul style="list-style-type: none"> Updating of Portfolio system with stock condition data Regular update of Portfolio system with completed maintenance data Retrofit assessments carried out in advance
Technical	The introduction of unintended consequences following the retrofit e.g., mould, condensation, overheating	Increased funding required for remedial works Potential health impacts for tenants	<ul style="list-style-type: none"> Ensure assessors, designers, installers and co-ordinators are fully PAS 2035 and Trustmark compliant Monitoring of properties post installation. Evaluation of retrofit projects.
	Insulation / heating works cause overheating of property		

	Retrofit works use materials which lead to greater risk of fire		<ul style="list-style-type: none"> • Ensure assessors, designers, installers and coordinators are fully PAS 2035 and Trustmark compliant and materials meet all relevant British standards • Appoint Haringey Building Control for all projects
Resource and Funding	Shortage of materials cause delays	Overspend Inability to deliver carbon reduction targets Inequality across the housing portfolio with some households receiving inferior retrofits to others	<ul style="list-style-type: none"> • Becoming bid ready • Staging retrofits alongside the planned maintenance schedule • Scaling retrofits for economy of scale
	Supply chain capacity for both installation and on-going maintenance		
	Increase in costs		
	Failure to secure funding		
Local Economy	Failure to deliver wider economic and social benefits	Opportunity for local economic growth will be missed	<ul style="list-style-type: none"> • Engagement with supply chain partners • Monitoring delivery of contract obligations
Capacity of grid	The transfer to electric heating will have demand implications for the supply grid	Expensive upgrades to the local supply infrastructure may be required Electricity supply issues	<ul style="list-style-type: none"> • Early engagement with Distribution Network Operators (DNO)

Appendix 3: Haringey Council implementation/milestone schedule 2023-28

Activity	Task/Milestone	Responsibility	Achieve by:
Programme management	Establish the Retrofit Working Group	Carbon Management (CM) Housing Property Services (HPS) Housing Services (HS) Planning	2023 (Q1)
Data Management	Update Portfolio energy stock database with stock condition data	HPS	2023 (Q1)
Data Management	Establish a programme and dedicated resource to improve data quality in the long term. This will include feedback from retrofit assessments, gas safety checks	HPS	2023
Programme Management – resources and skills	Conduct Housing Property Services energy retrofit training sessions with Major works, repairs and maintenance and resident liaison teams	CM and HPS	2023 (Q1-Q2)
Programme Management – resources and skills	Provide Retrofit Advisor, Assessor and Co-ordinator training for relevant HPS project managers and RLOs	HPS	2023
Programme Management/Procurement	Requirements for new gas and heating contract to be collated for future procurement. To include ongoing maintenance, staff training requirements and possible savings from cessation of annual gas safety checks.	HPS	2023
Procurement	Procure and award contract to design and install retrofit solutions to cover period before delivery partner procurement is finalised.	HPS	2023 (Q1)
Programme Management	Develop policy for retrofit of leaseholder properties	CM and HPS	2023
Programme Management	Undertake energy surveys on communal heat plant rooms	HPS	2023

Activity	Task/Milestone	Responsibility	Achieve by:
Resident engagement	Prepare Phase 1 retrofit resident engagement materials including post works energy advice	CM and HPS	2023 (Q1-Q2)
Resident engagement	Prepare and launch early resident engagement campaign to promote energy retrofit programme and raise awareness of Haringey Council's ambitions generally	CM and HPS	2023 (Q3-Q4)
Delivery	Deliver retrofit on Phase 1 properties. Commence Phase 1 resident engagement activities	HPS	2023 – 2025
Procurement	Develop specification and tender documentation for gas maintenance contract with an alternative gas boiler replacement programme.	HPS	2023-2024
Programme Management	Identify Phase 2 retrofit projects alongside planned maintenance and boiler replacement schedules for 2025 until 2028.	HPS	2023-2024
Programme Management	Review lesson learnt from delivery of Phase 1 retrofit installations and engagement activities. Revise plans as appropriate	HPS/CM and Retrofit working group	Q4 2023 and 2024
Procurement	Procure and award contract to heating contractor	HPS	2024
Delivery	Commence phase out of new gas boiler installations	HPS	2026
Delivery	Deliver retrofit on Phase 2 properties. Commence Phase 2 resident engagement activities	HPS	2025-2028
Programme Management	Review lessons learnt from delivery of Phase 2 retrofit installations and engagement activities.	HPS/CM and Retrofit working group	Q4 2025/26/27
Programme Management	Devise Council Housing Energy Action Plan for 2028-2035	HPS/CM and Retrofit working group	Commence Q4 2026

Appendix 4: Template retrofit project resident engagement plan

Resident engagement	Outcomes	Tasks	Action plans	Owner	Timelines/ Milestones
1. Awareness	Undertaken pre-project				
2. Buy-in	Residents support the planned retrofit project, as it affects them	<ul style="list-style-type: none"> • Present the retrofit project plan to the affected tenants, leaseholders and right-to-buy owners and other stakeholders. • Project monitoring and evaluation activities identified to and discussed with residents. • Invite residents to raise questions and have their concerns addressed to their satisfaction. • Identify residents with vulnerabilities and/or any additional needs and support those residents throughout the programme. • This process will meet Council standards for s105 consultation of the secure tenants involved 	<p>Communication plan</p> <ul style="list-style-type: none"> • Key messages • Communications channels <p>Events</p> <ul style="list-style-type: none"> • Meetings • Social events <p>PR materials</p> <ul style="list-style-type: none"> • Example homes • Endorsements • Publications 	Retrofit Coordinator Project Manager Resident Liaison Officer Communications team	
3. Design	Residents allow access to their homes for retrofit	<ul style="list-style-type: none"> • Request access to the residents' homes. • Find out from them how they live in their homes. 	<p>Resident contact plan</p> <ul style="list-style-type: none"> • EPC survey • Structural survey • Retrofit assessment 	Retrofit Coordinator Resident Liaison Officer Retrofit assessor	

	assessment surveys	<ul style="list-style-type: none"> • Address any concerns they raise. • Identify any vulnerabilities and special needs. • Comply with PAS 2035, PAS 2030 and MCS standards. • Undertake s105 consultation • Undertake s20 consultation with leaseholders as required 	<ul style="list-style-type: none"> • Retrofit design inspection <p>Information gathering</p> <ul style="list-style-type: none"> • How the home is lived in • Residents' concerns • S105 consultation 	Retrofit designer EPC surveyor Structural engineer Energy Project Manager	
4. Installation	Residents cooperate during the installation in their home of retrofit measures and systems	<ul style="list-style-type: none"> • Put plans in place to minimise the disruption to the residents. • Monitor resident satisfaction. • Always show courtesy and respect for the residents. • Comply with PAS 2035, PAS 2030 and MCS standards. • Ensure that safe working practices relating to working safely are always followed. • Undertake s20 consultation with leaseholders as required 	<p>Installation works plan</p> <ul style="list-style-type: none"> • Roles and responsibilities • Resident satisfaction KPIs • Complaints protocols 	Retrofit Coordinator Project Manager Resident Liaison Officer Installation contractors	
5. Handover	Residents are receptive to receiving instruction on how to use the new systems	<ul style="list-style-type: none"> • Ensure that the residents can use and take care of the retrofit measures correctly. • Provide clearly understood instruction materials. • Comply with PAS 2035, PAS 2030 and MCS standards. 	<p>Resident contact plan</p> <ul style="list-style-type: none"> • Key messages • Roles and responsibilities • Instruction materials 	Retrofit Coordinator Project Manager Resident Liaison Officer Retrofit Advisor Installation contractors	

6. Post works	Residents participate in checks to ensure they are using the systems correctly	<ul style="list-style-type: none"> Encourage the residents to participate in the monitoring & evaluation of the project as per the initial buy-in stage discussions. 	Post works resident contact plan <ul style="list-style-type: none"> Key messages Roles and responsibilities Monitoring and verification plan 	Retrofit Coordinator Retrofit Advisor Resident Liaison Officer	
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Report for: Cabinet – 17 January 2023

Title: Proposed Extension to the Street Lighting Term Contract

Report

Authorised by: Mark Stevens, Assistant Director Direct Services

Lead Officer: Peter Boddy, Highways & Traffic Manager
Peter.boddy@haringey.gov.uk

Ward(s) affected: All

Report for Key/

Non-Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1 On 9 July 2019, Cabinet considered tenders for the maintenance of the Council's street lighting and agreed to award the contract to Marlborough Highways Ltd. The contract was initially awarded for a minimum 4-year period commencing 1 October 2019 and ending on 30 September 2023.
- 1.2 However, there was also a provision within the contract for extensions of 2 + 2 years, subject to a review of the performance of the contractor over the initial period of the contract.
- 1.3 This report provides feedback on the contractor's performance, discusses other considerations relating to the extension of the contract, and advises a revised projection of total spend over the contract period, due to recent additional investment, primarily related to the street lighting LED replacement programme.
- 1.4 Approval is therefore sought to the extension of the street lighting maintenance contract for a further 2 years to 30 September 2025, and to the revised projected spend.

2. Cabinet Member Introduction

- 2.1 Transport plays a key role in our daily lives and Haringey is one of London's best-connected boroughs and the highway network is used by our residents, businesses, and people from across London and beyond.
- 2.2 Maintaining and improving our road network, including street lighting, therefore plays a key part in ensuring the safe movement of all road users
- 2.3 This report recommends the extension to a street lighting contract which will continue to ensure the ongoing cost-effective delivery of the Council's planned and reactive street lighting works.

3. Recommendations

Cabinet is asked to approve:

- 3.1 The extension of the existing contract awarded to Marlborough Highways Ltd for the maintenance of the Council's street lighting assets for a period of a further 2 years from 1 October 2023 to 30 September 2025.
- 3.2 An increase in total expenditure through the contract from £12m to £20m, with the significant investment in LED street lighting being the main driver of increased spending through the contract.

4. Reasons for decision

- 4.1 The decision is required to allow the Highways and Parking Service to continue to commission street lighting services.

5. Alternative options considered

- 5.1 The Council could consider retendering the contract to test the market. However, besides the significant cost of the procurement exercise, there might be limited value in such an option having regard to the following factors:
 - Potential disruption to the current benefit of delivery of both street lighting and highway works contracts through a single contractor operating from the same depot within the borough.
 - Relative competitiveness of the initial tender – tender evaluations revealed that overall, in a combination of price and quality, the successful contractor achieved an overall margin of 4% over the nearest competitor. In terms of pricing, the contract secured a price margin of 7.5%.
 - Current uncertainties within the market (due to inflationary costs and material supply problems) would lead to contractors perceiving greater risks when tendering. This would likely to be reflected in inflated prices received in any new tendering round.

6. Background

- 6.1 The Council awarded a street lighting contract in 2019 to Marlborough Highways Ltd. This tender process was in accordance with Contract Procedure Rules (CSO) 9.01.1 (Contracts to be let following an appropriate advertisement), including an OJEU Notice published for a competitive tender (using Open Procedure) to identify suitable economic operators for the delivery of the Council's Street Lighting Term Maintenance Contract.
- 6.2 The contract was for a minimum initial 4-year period commencing on 1 October 2019, but with provision for further extensions of 2 + 2 years, subject to satisfactory performance.
- 6.3 In accordance with the contract, the contractor undertakes the general maintenance and repair of the street lighting and illuminated assets that are owned and operated by Haringey Council. In addition to routine maintenance work, there are a range of other activities included in the contract such as

lighting improvement works, and lighting related support works for traffic and safety schemes.

6.4 In addition, a borough rollout of conversion to LED lighting in conjunction with operational control through a central management system (CMS) took place between 2020/21 and 2021/22 on the local highway network. This is being expanded upon during 2022/23 to include illuminated highway road signs and lighting improvements in parks and greenspaces. These additional investments mean that the total projected spend over the life of the contract (potentially up to 8 years) would increase from the £12m advised at the time of the original award.

7. Performance of the current contractor and benefits of extending the contract

7.1 Officers have reviewed the performance of the contractor having regard for both the key performance indicators (KPIs) that were included in the contract covering timely delivery of the works, quality of services provided, accuracy of invoicing, and health and safety. In addition, the ability of the contractor to respond to changing workloads and to develop sound working relationships with officers was also demonstrated.

7.2 While the contractor has recently been able to exceed KPI targets, several targets relating to service delivery were earlier adversely affected, initially by the Covid-19 pandemic, and more recently by the war in Ukraine, with the resulting scarcities in some key supplies.

7.3 Despite overall industry shortages, the contractor has been able to maintain a competent management and workforce framework. The contractor has also been able to respond to additional workloads arising from increased investment, such as the rollout of LED lighting and lighting improvements in parks and greenspaces.

7.4 In particular, the contractor has provided valuable technical support in the rollout of the CMS. The implementation of this system and the resulting real-time feedback on the status of all street lighting assets will allow enhanced management of maintenance activities. It will also allow the Council to review and extend the supporting key performance indicators.

7.5 Turning to other factors that would support a decision to extend the current contract period, in 2020, Marlborough Highways was also awarded the term contract for highway maintenance and minor highway improvement works. This has resulted in benefits of operational synergy derived from joint operating arrangements including shared depot facilities within the borough being realised.

7.6 There will be no changes to the schedule of rates because of this extension other than those allowed for in the contract.

7 Contribution to strategic outcomes

- 7.1 The Highways and Parking Service will continue to commission street lighting services during the extended contract period, as determined annually through the Highways and Street Lighting Investment Plan.
- 7.2 In particular, this will help deliver the Manifesto commitments of:
- a) investing £2m in LED street and parks lighting;
 - b) installing more LED streets lights to keep our streets safe; and
 - c) improve street lighting and safety, especially around public transport at night

8 Statutory Officers' comments

8.1 Finance

8.1.1 The recommendation of the report is to extend the current street lighting contract from its initial length of 4 years by a further 2 years, which would make this a 6-year contract.

8.2.1 At the time of the award of contract, it was anticipated that the overall spend would be in the region of £12m. The investment in LED street lights has increased the level of spend through the contract and it is proposed that the anticipated contract value will now be up to £20m. This level of spend will be funded through existing capital and revenue budgets which may be subject to change. The extension will be on the existing terms and conditions and with no increase in rates (other than those allowed for under the contract).

8.2 Procurement

8.2.1 Strategic Procurement note the content of the report to extend the contract term as set out in the original procurement with Marlborough Highways Ltd to September 2023.

8.2.2 The extension is permissible under the authority's contract standing orders and the Public Contract Regulations.

8.2.3 Strategic Procurement can see no reason that the recommendation set out in this report is not endorsed.

8.3 Legal

8.3.1 The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.

8.3.2 The extension which this report relates to is in accordance with the Council's Contract Standing Orders and Regulation 72(1)(a) of the Public Contracts Regulations 2015.

8.3.3 Pursuant to Contract Standing Order 10.02.1(b), Cabinet has authority to approve the contract extension and increase in expenditure as set out in the recommendations.

8.3.4 The Head of Legal and Governance (Monitoring Officer) confirms there are no legal reasons preventing Cabinet from approving the recommendations in the report.

8.4 Equality

8.4.1 The Council has a Public Sector Equality Duty under the Equality Act 2010 to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

8.4.2 The three parts of the Duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the Duty.

8.4.3 The decision is to extend a contract for term services in relation to street lighting assets. The terms and conditions of this contract require suppliers to comply with Council duties in any works they undertake. Equalities formed a key element of the quality assessment process of the tender award to make sure that the successful tenderer would meet the requirements of the Council.

8.4.4 Equality is a key issue considered when undertaking the design of all schemes/works carried out under this contract

8.4.5 Improvements to street lighting that will be delivered through this contract extension will benefit all Haringey residents and visitors, with some vulnerable groups, such as the elderly and those with disabilities benefitting disproportionately.

9 Use of Appendices

None

10 Local Government (Access to Information) Act 1985

- Award of Highway and Street Lighting Term Contracts, Cabinet Meeting - 9 July 2019
- Award of Contract for Highway Maintenance and Minor Improvement Works, Cabinet Meeting – 10 March 2020

Report for: Cabinet

Title: Bruce Grove Public Convenience Refurbishment Works – Variation of Construction Contract Award

Report authorised by: David Joyce, Director of Placemaking & Housing

Lead Officer: Sukh Lall, Project Manager, Telephone 07482 216719, Email: sukh.lall@haringey.gov.uk

Ward(s) affected: Bruce Grove

**Report for Key/
Non-Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1 The Bruce Grove Public Convenience (BGPC) project aims to refurbish and extend the Grade II listed former public convenience building in order to transform this local landmark into a new café with a social value operator and finally remove it from Historic England's 'Heritage at Risk' Register.
- 1.2 In January 2019, following the adoption of the Strategy for Tottenham High Road, the council secured GLA Good Growth Fund (GGF) to support the delivery of this project as part of the Enterprise Tottenham High Road Grant Agreement. This was followed by a successful bid to Historic England enabling the council to enter grant agreement for Tottenham Heritage Action Zone (HAZ) and bring forward the refurbishment of the Grade II listed landmark.
- 1.3 In April 2021, following a competitive procurement process via the Dynamic Purchasing System (DPS), Cabinet approved the award for the construction contract to Lilstone Limited to deliver the BGPC refurbishment works. The award was approved in the sum of £817,175.13, plus a 10% contingency of £81,717.51 with works commencing 16th July 2021 and completing January 2022.
- 1.4 In July 2021, a boundary discrepancy was highlighted during easement negotiations with Network Rail (NR) which delayed the works commencing on site. This delay was caused by the need to redesign the scheme to fit the correct boundary line and to obtain the revised planning approvals needed; these were granted in November 2021. At the same time the contractor was asked to revisit and adjust their tender costs due to the timeframe between their original tender submission in February 2021 and November 2021 when the redesigns were completed.
- 1.5 The impact of the issues highlighted in 1.4 resulted in a Contract Variation Report (no1.) being presented to Cabinet in January 2022 to increase the contract awarded to Lilstone Limited from £898,892.64 to £1,027,414.08.

- 1.6 Since commencing with the works in January 2022, the project has suffered significant delays with obtaining NR technical approvals.
- 1.7 This report also reflects unforeseen and unforeseeable heritage repairs to the Grade II Listed Pavilion building for which Listed Building Consents (LBC) are needed.
- 1.8 The delays detailed in 1.6 have prevented the contractor commencing with the works on the project critical path as programmed which has resulted with elements of the works being completed out of sequence. This has delayed the project completion and led to increased costs and programme delays.
- 1.9 The delay with NR approval has led to the suspension of works on site in line with the original programme. There is currently an LBC application submitted to cover the unforeseen work on site which is to be determined shortly. NR technical approval is now in place. LBC is expected to be obtained shortly to enable further heritage repairs and temporary works to resume as planned in January 2023.
- 1.10 As a result of 1.6-1.8 this report seeks a variation to the contract awarded to Lilstone Limited by Cabinet in January (detailed in 1.5 above), by £473,943.00 to a maximum of £1,501,400.

2. Cabinet Member Introduction

- 2.1. Tottenham's town centres are at the heart of their local communities, providing jobs, services, shops, leisure facilities and social spaces. In Bruce Grove, the council is delivering projects to improve and restore our heritage assets including important community and cultural infrastructure. This includes bringing back the Grade II Listed Bruce Grove Public Convenience into active use with a view to support a new social value operator.
- 2.2. The refurbishment will see the derelict building, located in a prominent location of the town centre, returned to its former glory, and made accessible to the public after 40 years and contribute positively to this area with a new café that responds to our commitments to social value. The project compliments new placemaking approach to Tottenham working closely with our communities to improve the physical environment around Bruce Grove with support from Good Growth Fund, High Streets Heritage Action Zone (HAZ) and Future High Streets Fund (FHSF).
- 2.3. The additional expenditure at this time is significant and the decision to proceed with this project is not taken lightly. Officers have considered contractual and financial implications to support this decision and have engaged with both the GLA and Historic England on current issues, and on balance it is the right course of action.
- 2.4. However, I am confident that the project once delivered will support the ambition for Bruce Grove to be identifiable as a bustling urban village that extends to spaces behind the High Road, where the growing number of local small and independent businesses, as well as large operators, have spaces to flourish; the diverse local

community feel comfortable to shop, proud to work, keen to socialise, and take pride in welcoming visitors.

3. Recommendations

For Cabinet in accordance with 10.02.1 (b) to:

- 3.1 To approve a further variation (no. 2), to increase the Contract Award to Lilstone Limited (no.1) of £1,027,414.08, by £473,934.00 to a maximum of £1,501,400.

4. Reasons for decision

- 4.1 During the construction works, the project has suffered significant delays attributed to the delay in receiving NR technical approvals, unforeseen and unforeseeable heritage repairs, and sequencing of works. This variation Report seeks approval to vary the contract award made by Cabinet on 18th January 2022, which in itself was, a variation to the original contract awarded in July 2021.
- 4.2 At the end of March 2022 NR advised that the technical approval process for NR had changed. At the same time, officers were made aware that due to the minor design changes to the accommodate the new building extension within our title boundary a new full technical approvals application would be needed.
- 4.3 The delays with obtaining the NR technical approvals have impacted on the construction programme. The contractor has not been able to commence with the demolition or piling works, which are critical path items, as these are located on the boundary line with NR.
- 4.4 Whilst there have been some movement recently from NR to allow some works to progress with certain elements of work to reduce the impact on the programme, due to the ongoing delays with approvals, the works have reached a critical stage in the project resulting the contractor advising in August 2022 that they had run out of work which could be completed on site.
- 4.5 Due to the nature of the building and dereliction over a number of years, elements of unforeseeable heritage repairs to preserve the Grade II Listed status of the Pavilion Building have been uncovered. Listed Building Consent was also required for these repairs, which has contributed to the delay.

5. Alternative Options Considered

5.1 Option 1: Continue with the refurbishment works

- 5.1.1 Continue with the refurbishment works whilst the NR and Listed Building Consents are gained; this option was discounted as it would have allowed the contractor to maintain a site presence and charge full preliminary costs whilst they waited for NR approvals and listed building consents to be granted. In addition, the contractor

advised on 25th August 2022 that no further works could be completed on site until NR approvals and listed building consent are received.

5.2 Option 2: Temporarily suspend the works

5.2.1 Temporarily suspend the works, decant site and wait for the NR and planning approvals to be gained. This option reduces the preliminary costs charged by the contractor; whilst maintaining the site compound and storage.

5.3 Option 3: Contractor to demobilise & remobilise the site entirely

5.3.1 This option involves the contractor decanting the site with removal of the site compound until the relevant NR & Listed Building Consents are in place. With this option preliminary costs will not apply. However, costs for decanting and remobilising will apply. The risk with this option is that the contractor may not be able to reallocate labour or subcontractors to the project. In addition, allowing for current cost increases in the market place the contractor may want to revisit their construction costs before restarting with the works.

5.4 Option 4: Do nothing

5.4.1 To stop the refurbishment works due to cost overruns. As BGPC is a Grade II Listed the council has an obligation to preserve the condition of the building and keep it in good repair. Stopping the refurbishment works now would result in further deterioration of the building fabric where elements cannot be refurbished and require replacement. This will also impact on the Grade II Listing of the building as original heritage elements would be lost. The impact with this option will likely result in grant funding being lost if not spent.

5.5 It has been assessed that option 2 offers the Council best value for money.

6. Background Information

6.1 Construction works commenced on site in January 2022, and delays in obtaining the required NR technical approvals and LBC's to complete unforeseen heritage repairs have impacted the construction programme. This has led to the council instructing the contractor to temporarily suspend the works on site whilst the approvals are gained. The combined effect of the delays and suspension of the works mean that the construction programme has been extended from 37 to 81 weeks, and the contractor has confirmed the refurbishment works will now not be completed until August 2023.

6.2 The project delays and unforeseen heritage works have resulted in the construction costs increasing substantially. The table below shows the movement from the original award to the anticipated outturn construction cost:

Title	Cost £m
-------	------------

Original contract award value July 2021 (including contingency)	£0.898
Variation No 1 January 2022 (including contingency)	£0.129
Revised Contract variation dated 18 th January 2022	£1.027
Variation No 2 January 2023 (including contingency)	£0.474
Total contract award value	£1.501

- 6.3 The cost consultant has assessed the contractor's loss and expense for the delays to date and the projected completion date and consider these to be reasonable. The cost consultant and designers have reviewed the additional items of heritage repair works the contractor has uncovered on site and confirmed they could not have reasonably been foreseen during the design phase and at the point of the contract award.
- 6.4 Historic England and GLA funding secured for BGPC needs to be expended by March 2023, and there is also a contractual obligation to deliver the refurbishment works at BGPC. If this is not achieved the funding could be withdrawn, with capital grants already expended having to be repaid. A breakdown of the key elements supporting the increase in this variation are detailed below:

Item	Cost £m
Unforeseen Heritage Repairs	£0.143
Prolongation Cost up to	£0.189
Utility Connections	£0.005
Total construction Cost uplift	£0.337
Construction Contingency Uplift	£0.136
Total Uplift	£0.473

- 6.5 The overall funding for the scheme is set out in the table below and compared to the original funding assumptions:

	Original Funding £m	Revised Funding

		£m
HE HAZ	£0.375	£0.601
GLA	£0.325	£0.425
LBH Borrowing	£0.483	£0.922
Total Funding	£1.183	£1.948

- 6.6 The Tottenham Heritage Action Zone (HAZ) budget is a mixture of grant and LBH borrowing. The original budget for the HAZ included £2.6m of LBH borrowing. The additional allocation of borrowing to this scheme does not increase the overall level of borrowing by the Council but will mean that there will be less resources available for other schemes without additional budget allocation.
- 6.7 Subject to Cabinet approval, Lilstone Limited would remobilise on site in January and complete works in August 2023.
- 6.8 If Cabinet agrees this latest variation the overall cost of the scheme would be £1.948m once other non-construction costs are taken into account.

7. Contribution to Strategic Outcomes

- 7.1 This project proposal supports outcomes as outlined in the Borough Plan 2019-23, in particular:
- **Priority 2 People** – to contribute to a Haringey ‘where strong families, strong networks and communities nurture all residents to live well and achieve their potential’.
 - **Priority 3 – Place** : a place with strong, resilient, and connected communities where people can lead active and healthy lives in an environment that is safe, clean, and green.
 - **Priority 4 - Economy**: a growing economy which provides opportunities for all our residents and supports our businesses to thrive.
- 7.2 The proposals for the site can help address **Social Value Framework Indicators** by creating economic and social benefits through new employment opportunities, increasing employable skills, community wealth engagement and investing in local supply chains.
- 7.2.1 The Objectives for Bruce Grove Public Conveniences tenant is to secure:
- Sustainable occupation and management arrangements, taking the building’s Listed status and heritage into account.
 - Businesses with a strong social mission to create a positive impact in the community that they serve and the environment which they inhabit, including providing employment opportunities for local people and offering apprenticeships, work experience and training.

- Positive contribution to the vibrancy of the town centre, such as active frontage and long opening hours.
- Proposals which involve vibrant community/cultural activity, allowing use and interaction amongst the diverse local population from all walks of life and businesses; for example, hosting events/renting space at low cost to local community and creative groups, or showcasing local artists' work.

7.2.2 Meeting the above objectives are in keeping with the Public Services (Social Value) Act 2012 to secure economic, social and environmental well-being.

7.2.3 The successful tenant will be able to obtain a discount up to 35% of the rent base if they can prove their delivery of the 'social value outputs' below:

- Number of jobs filled by local people / long-term unemployed / NEET / rehabilitating young offenders / people with disabilities
- Meaningful work paid placements (internships, apprenticeships or student placements) or pre-employment courses
- Spend in Haringey supply chain or with Haringey-based SMEs.

7.2.4 The successful tenant will be required to pay full rent quarterly and will be able to claim the discount at the end of each year upon verifiable evidence. Should the tenant be unable to deliver on these social indicators the council will retain the full rent income. Failure by the tenant to deliver a minimum level of agreed social value outputs over a defined period of time would trigger an automatic review of their lease.

7.3 There is a direct alignment with the Council's emerging Strategic Asset Management Plan; whereby it is seeking to proactively transform its corporate property estate to increase revenue income for the council and in so doing improve the level of service the council can provide for its local community, The pilot 'Community Wealth Building Lease' features within the Strategic Asset Management Plan and Lessons learned from this pilot will help to inform future council policy and operations regarding how it uses its property portfolio.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Head of Legal and Governance (Monitoring Officer), Equalities)

8.1 Finance

8.1.1 Cabinet in January 2022 increased the contract awarded to Lilstone Limited by £0.128m from £0.899m to £1.027m. The recommendation of this report is to further increase the value of the contract to Lilstone for the works at the BGPC by £0.474m. As set out in the report, this will be the second variation to the contract value and if agreed, will take the contract from its original award value of £0.899m to £1.501m as set out in 6.2. This represents an increase of £0.603m or 67% of the original contract award.

8.1.2 The overall project cost is estimated to be £1.948m once other project costs such as surveys, project management fees etc. are taken into account. The scheme is

contained in the approved capital programme and is funded through a range of sources as set out in the report with the most significant element being Council borrowing. The Council borrowing allocated to the scheme is over and above that which was allocated at the project's inception. However, the increased borrowing allocation to the project is contained within the overall HAZ budget which means that the cost to the Council terms of borrowing is not greater than budgeted for the HAZ budget, meaning that there will be less resources to complete other scheme without additional budget allocation.

8.2 Procurement

8.2.1 Strategic Procurement (SP) note that this report relates to the variation of award for the BGPC refurbishment works to Lilstone Limited.

8.2.2 SP have reviewed the option of retendering the project with Legal understand that termination of the existing contract with Lilstone Limited will present risks to the project in terms of costs and further delays.

8.2.3 SP sees no procurement reason the recommendations are not endorsed. The recommendations in this report are in accordance with Contract Standing Orders clause 10.02.1 (b); Variations and Extension. To vary the contract by £473,943 to Lilstone Ltd.

8.2.4 The variation is in line the authorities CSO's and the PCR's

8.2.5 SP notes that as per section 8.1.1 of this report, funding is available for this Contract.

8.2.6 SP support the recommendations within this report and have no objections with awarding this Contract variation to Lilstone Ltd for the value outlined in this report.

8.3 Legal

8.3.1 The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.

8.3.2 The works are below the threshold where the modification (variation) rules set out in Regulation 72 of the Public Contracts Regulations 2015 apply. The variation is therefore governed by Contract Standing Orders.

8.3.3 As the overall value of the contract is in excess of £500,000, it falls to Cabinet to approve the variation (CSO 10.02.1 (b)).

8.3.4 The variation is a Key Decision and, as such, needs to comply with the Council's governance processes in respect of Key Decisions including publication in the Forward Plan (CSO 3.01 (d)).

8.3.5 The Head of Legal and Governance (Monitoring Officer) confirms that there are no legal reasons preventing Members from approving the recommendations in this report.

8.4 Equality

8.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.

8.4.2 The proposed work aims to address the dilapidated condition of the Grade II Listed public convenience pavilion building which has been disused for over 40 years.

8.4.3 The building is on the at risk register of the councils properties and the refurbishment works with the construction of a new extension to create a café facility which can be used by the local community and members of the public visiting Bruce Grove.

8.4.4 The proposed decision is to approve a variation to the original Cabinet Award to Lilstone Limited to undertake the refurbishment and improvement works at BGPC. It is expected that this decision will lead to the disused building being brought back into use for the local community.

8.5.5 The variation of contract award is required to enable the refurbishment and extension of the exiting pavilion building. The works will comprise of roofing works, heritage repairs, installation of new mechanical and electrical services and improvements to external areas with new pavement lights and fencing.

8.5.6 As an organisation carrying out a public function on behalf of a public body, the Contractor will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above. Appropriate contract management arrangements will be established to ensure that the delivery of the major works does not result in any preventable or disproportionate inequality.

9. Use of Appendices

9.1 N/A

10. Local Government (Access to Information) Act 1995

10.1 List of background documents:

- [Cabinet Report \(18 January 2022\): Bruce Grove Public Convenience Refurbishment Works – Variation of Construction Contract Award](#)
- [Cabinet Report \(1st April 2021\): Bruce Grove Public Convenience Refurbishment – Construction Contract Award](#)
- [Cabinet Report \(14th July 2020\): Tottenham Heritage Action Zone](#)
- [Cabinet Report \(19th January 2019\): A Strategy for Tottenham High Road / Award of GLA Grant Funding for the Enterprising Tottenham High Road Project](#)

Report for: Cabinet 17 January 2023

Title: Decentralised Energy Network Programme Decision to Start Design and Build (D&B) Procurement.

Report authorised by: David Joyce, Director of Placemaking & Housing

Lead Officer: Tim Starley-Grainger, Energy Infrastructure Manager, x1180
tim.starley-grainger@haringey.gov.uk

Ward(s) affected: All

**Report for Key/
Non Key Decision:** Non Key Decision

1. Describe the issue under consideration

- 1.1. This report is to request approval to commence procurement for Design and Build (D&B) contracts for the Council's Decentralised Energy Network (DEN) programme.
- 1.2. Haringey Council has a programme of Decentralised Energy Network (DEN) projects which are an important element of its borough wide decarbonisation plan. Outline Business Cases (OBCs) for DENs at Tottenham Hale and Wood Green (TH/WG) were approved by Cabinet in December 2021, and for North Tottenham (NT) in January 2017.
- 1.3. The OBCs set out a detailed concept for the respective projects and gave details of what was required to prove the concept before a Full Business Case (FBC) could be prepared and presented to the Cabinet to make a final decision on whether to proceed with the projects. Cabinet approved the OBCs and provided authority for Officers to progress the projects to FBC. The FBC decision, if approved, would give authority to (amongst other things) enter into contracts to install infrastructure. Procurement of a contractor is required to inform the FBC on the costs that are to be incurred to build the infrastructure so that a decision can be taken on whether to proceed with the DEN project.

2. Cabinet Member Introduction

- 2.1. The Decentralised Energy Network work stream is a key project in our fight against Climate Change. If the Council agrees to implement this project, it will deliver a significant carbon reduction across the borough through the delivery of low carbon heating to our homes, businesses, and wider community.
- 2.2. Undertaking this procurement exercise now will enable the Council to secure binding costs for the works. This de-risks the project and will inform the Full Business Case (FBC) when it comes forward for determination.

- 2.3. The FBC is anticipated to be complete later in 2023 and will then be presented to Cabinet to allow the Council to make an informed decision on whether to proceed with the DEN project.

3. Recommendations

Cabinet is asked to:

- 3.1. Agree to commence the Design and Build (D&B) procurement for the Council's Decentralised Energy Network (DEN) Programme in accordance with the Utilities Contract Regulations (UCRs) utilising Negotiation with Prior Call for Competition as permitted under UCR 47.
- 3.2. Agree the procurement strategy set out in section 7 of this report.

4. Reasons for decision

- 4.1. Procurement of the DEN infrastructure must start in early 2023 in order to deliver the FBC by late 2023 and to support the Council to fulfil obligations in the Development Agreement at High Road West.
- 4.2. A full range of options has been considered and the proposed strategy will deliver best value to the Council.

5. Alternative options considered

Note a glossary is provided in Section 10 of this report to explain some terminology

5.1. Do nothing

If procurement is not commenced, the costs and contract terms for building DEN infrastructure would not be known and the Council will not be able to deliver the FBC for the DEN programme which in turn would not deliver the government requirements of the Heat Networks Investment Project (HNIP) funding.

This option has not been considered further.

See also further information on the Do nothing option in paragraph 5.1.1 of the Exempt Report,

5.2. Seek Third Party Investors

It is possible to run a procurement to select a third party investor who will then deliver the project directly (including procuring the infrastructure) or to simultaneously seek to find a third party investor as a partner while procuring the infrastructure (with this second route, the pool of investors is limited to those bidding for the works).

The OBCs for the various projects have considered the potential for 3rd party investors in the Haringey DEN projects. The projects are large, complex, at an advanced stage and the Council does not have control over significant parts of the projects. This makes it difficult to find a third party investor under either of the routes summarised above. Even if it were possible to attract third parties to invest

in Haringey's DEN projects, there are two principal reasons why this has been discounted. Firstly, there is a preference for the future provider created by the project to be publicly owned which suggests first seeking a partner and then procuring the infrastructure (rather than seeking an investor at the same time as procuring the assets). Secondly, the three opportunities are all time-limited and there is insufficient time for the Council to select a project partner and to then deliver the projects.

It is important to note two things. Firstly, that any effort to seek a third party investor will be time and resource intensive. Seeking to do this while also trying to get the projects off the ground is not recommended. Secondly, there is nothing preventing the Council from seeking investors in the projects at a later date.

This option has not been considered further.

5.3. Contract Aggregation Options

Given the above, it will be the Council procuring the infrastructure. The options for aggregating the different aspects of the project are discussed below.

5.3.1. Seek a turnkey Design, Build, Operate and Maintain Contract

One way of procuring infrastructure which helps to transfer performance risk is to combine the Design and Build contract with a long-term Operation and Maintenance contract into a single design, build, operate and maintain (DBOM) contract.

This option has been considered and discarded. The reason for ruling out this option is that the scale of the project is too large for the nascent district heating market in the UK. There is likely only a single contractor capable of bidding for such a contract and so there will be no commercial tension in the procurement (assuming the aforementioned bidder chose to bid).

Officers have run Soft Market Testing which supported the above conclusion. The Soft Market Testing also sought to attract companies from outside the UK to bid (working in partnership with those responsible for market development in the Government Departments for International Trade and for Business, Energy and Industrial Strategy) but no international interest has been forthcoming.

Therefore this option has not been considered further.

5.3.2. Seek to break the procurement into smaller Lots of Design, Build, Operate and Maintain Contracts

This option has been considered and discarded. The reason for elimination is because this would fragment the future Operation and Maintenance (O&M).

A single O&M contractor across the network simplifies interfaces, but the scale of a single O&M contract also leads to economies and allows for greater risk transfer to the contractor as it is set against a bigger opportunity.

A single O&M contract is therefore considered to give a better result and will need to be procured separately (and indeed this procurement is already in train by the Council).

The DBOM option (either turnkey or multiple smaller contracts) has therefore not been considered further.

5.3.3. Seek a turnkey Design and Build (D&B) Contract

Although it is not feasible to run an effective procurement for a turnkey DBOM contract, the mechanism explained in paragraphs 6.9 to 6.11 shows how D&B and O&M can be separated out in a way which achieves many of the benefits of a DBOM procurement and mitigates the downside of having to procure O&M and D&B separately (due to the lack of an effective market for DBOM for projects of this scale).

Given the Council will have an O&M contractor in place to oversee the construction of assets to the requisite standard, ideally the D&B would then be a single turnkey contract to allow the Council to transfer design risk and minimise the number of contractual interfaces.

This option was considered. However, similar issues apply as for DBOM in that there is only a single UK contractor capable of delivering a D&B contract of this scale.

Therefore a turnkey D&B contract has not been considered further.

5.3.4. Seek separate contracts for designing the entire system and building the entire system

While there would be multiple organisations capable of delivering the design of the entire system, there would only likely be one capable of delivering the entire build too, meaning that the procurement of the works would need to be broken up in order to create competitive tension.

If there are going to be multiple works packages, there are arguably benefits to separating out the design from the build and appointing a single designer across all works packages to help ensure compatibility between multiple works packages.

However, the downside of this is it means the Council has to accept design risk and also further increases the number of contractual interfaces complicating the project and increasing risk.

While a single design package was considered, it has been rejected as the alternative design review/oversight mechanism from the O&M contract (explained in paragraphs 6.9 to 6.11) is seen as an effective way of mitigating the risk from breaking up the works into smaller packages by ensuring the design is coordinated across the scheme and counters the need for the Council to take on the design coordination role directly.

Therefore separate contracts for design and construction have not been considered further.

5.3.5. Options to Use Existing Frameworks

A simple route to comply with the public procurement is to make use of a pre-procured framework should a suitable framework exist.

Officers have conducted a review of suitable frameworks (including e.g. Haringey's London Construction Programme, LCP, framework) and concluded that there are no suitable frameworks. This is because of the nature of the works (particularly buried pipes which do not easily fit within the LCP categories) and the expectation that the bidding organisations will be dominated by specialist SMEs.

Therefore it is recommended that a bespoke procurement be run.

6. Background information

6.1. Cabinet approved the OBCs for North Tottenham DEN in January 2017 and for Tottenham Hale and Wood Green DENs in December 2021.

6.2. These OBCs set out a detailed concept for the delivery of the projects and Cabinet delegated authority to Officers to progress the projects to FBC.

6.3. Works required to reach FBC include:

- Developing a proposal for the set-up and governance of an appropriate corporate vehicle to deliver DENs as the heat supplier and manager of the network;
- Development and negotiation of a Heat Offtake Agreement with Energetik for the purchase of low carbon heat;
- Negotiation of connection and supply agreements for the sale of heat to developments in the borough, in accordance with planning and legislative frameworks;
- Undertaking all relevant consultation and engagement work with stakeholders.
- Undertaking procurements to understand how much it will cost to construct and operate the networks (including preliminary design) and to identify the bidders best able to deliver the Council's requirements;

6.4. The first four tasks were covered by specific decisions by Cabinet at the OBC approval stage. The latter task is the subject of this report where formal approval is sought to commence the procurement (noting that Cabinet will be recommended to approve contract award decisions in the event that the FBC is approved).

6.5. The construction of the DEN project is subject to a decision on the FBC which is anticipated in late 2023. Should approval be agreed, construction would be likely to commence in Q2 2024 with completion of the first phase in 2027/28 (i.e. outside of the current Medium Term Financial Strategy (MTFS)). The project is a long-term endeavour and is likely to continue to expand into the 2030s.

6.6. The procurement will cover c. £65m of infrastructure which can be broken down to three main categories:

1. Energy centre fit-out (c.£19m for energy centres in High Road West and Wood Green);
2. Buried Pipes (c. £42m of buried pipes running from High Road West to Tottenham Hale, Broadwater Farm and Wood Green); and

3. Building connections (c.£4m of building connections across >20 customer sites)

6.7. The proposed Lots are shown in Table 1 below

Group	Lot	Scope	Estimated value £m
Energy Centres	1	High Road West Energy Centre 1	5
	2	High Road West Energy Centre 2	5
	3	Tottenham Hale Energy Centre	2
	4	Wood Green Energy Centre	6
Network	5	From High Road West to Tottenham Hale	10
	6	Around Tottenham Hale	3
	7	From Tottenham Hale to Broadwater Farm	7
	8	From Broadwater Farm to Westbury Avenue	7
	9	From Westbury Avenue to Wood Green	8
	10	From Wood Green to Alexandra Palace	8
Final Connections	11	Connections in Tottenham Hale	2
	12	Connections in Wood Green	2

Table 1 – Proposed Lots – see 5 for detail of strategy for Lots

6.8. This procurement strategy has been developed through the following processes:

1. A Soft Market Testing event was held in September 2021 in collaboration with LB Sutton Council and with support from the Government Departments of Trade and Industry and Business, Energy and Industrial Strategy. Over 50 organisations attended and a dozen completed detailed feedback questionnaires. This has provided useful data on market capabilities and preferences which has fed into the strategy. Section 7 sets out the recommended procurement strategy and explains how it has been shaped by the Soft Market Testing.
2. The project team has developed a procurement strategy and stress tested proposals for evaluation and scoring. This has included obtaining external legal advice on the compliance of the proposed approach with public procurement regulations

6.9. It is worth noting that a consequence of the elimination of the DBOM options (as explained in 5.3.1 and 5.3.2) means that O&M will be procured separately from the Design/Build of the network and that a single contract is being sought. This procurement is in progress (the Council began procurement for a contractor in late-2021 and the second stage is due to complete in January 2023).

6.10. This O&M procurement is actually for two contracts; one contract for the O&M of Housing Revenue Account (HRA) heating systems (where the D&B of systems such as Broadwater Farm, Rosa Luxemburg Apartments and Walter Tull House has been procured separately meaning a separate O&M contractor is required) and a second contract that can be used for the three new DEN projects in North Tottenham, Tottenham Hale and Wood Green.

- 6.11. These O&M contracts include obligations on the contractor to oversee the design and installation of the assets they will operate and places long-term performance targets and minimum performance guarantees on the O&M contractor. There will be a contractor in place that will take on any infrastructure being designed and built by others but who is incentivised to ensure the assets are built to the right standard. Although less effective in transferring risk than DBOM (because some residual risk around the design will sit with the Council, especially for systems completed before the O&M contractor is appointed), this contractual construct does transfer significant risk to the O&M contractor and so achieves many of the outcomes of a DBOM procurement while also being compatible with the nascent market in the UK (where there is insufficient competition for projects of this scale to use the DBOM route effectively as set out above).

7. Proposed Procurement Strategy

- 7.1. The process of elimination used to determine the key aspects of the proposed procurement strategy is set out in Section 5
- 7.2. The remaining option is to procure Design and Build and Section 5 also set out why it was not feasible to either procure a turnkey D&B contract or to use a framework.
- 7.3. That leaves the recommended strategy as procuring D&B for the infrastructure via a number of Lots using a bespoke procurement. This section sets out the recommended strategy in more detail and explains how it responds to the outcome of the Soft Market Testing.

7.4. Seek to break the Design and Build into Lots

- 7.4.1. It is recommended that the D&B procurement is broken down into defined Lots. This recommended approach was supported through the soft market testing undertaken. The nascent district heating market in the UK is fragmented and dominated by small businesses. These smaller businesses do not have the capacity to deliver a project of the scale of the Haringey DEN individually but the capacity exists within the market to deliver it collectively.

7.5. Strategy for Lots

- 7.5.1. The recommended strategy for Lots will aim to
- i) separate out different types of work (such as energy centre fit-out, buried pipe and final building connections).
 - ii) have defined geographic areas and
 - iii) aim for a contract value in the £5-15m range (the bracket where there are numerous businesses with the capacity to deliver in order to ensure there is strong competition for the various contracts in order to create commercial tension and drive best value for the Council).
- 7.5.2. The procurement will seek to encourage interested parties to bid for multiple Lots (over and above their capacity to deliver) to maximise competition across Lots. To ensure this does not lead to bidders overstressing themselves, bidders will have the number of bids they can win limited by their financial capacity.

7.5.3. Note that the use of Lots does not preclude a single bidder from winning all of the Lots (although there is only expected to be a single UK company bidding with the capacity to deliver all Lots).

7.5.4. Further information on the proposed Lots is included in Table 1 in Section 6.

7.6. Route to Market and Applicable Regulations

7.6.1. Legal advice has been sought on the applicable regulations for this procurement. Having considered that advice, officers have concluded that the nature of the works/services being procured means it should be procured under the Utilities Contract Regulations 2016, UCR, rather than under the Public Contracts Regulations 2015, PCR, (which the vast majority of the Council's procurements need to comply with)

7.7. Choice of Procedure

7.7.1. When running a procurement under the UCR it must comply with a prescribed procedure. Procedures include e.g. open, restricted, competitive dialogue, negotiated (with prior call for competition), etc.

7.7.2. The soft market testing conducted by Officers has revealed that a key concern for bidders is the risk allocation within contracts. Therefore it is proposed to use the negotiated (with prior call for competition) procedure as this allows for a two stage tender. Bids submitted at the end of the first stage are binding and the Council can place orders based on initial tenders if these initial tender returns are considered to offer an acceptable level of quality and price. However, at this stage bidders are also invited to propose changes to the contract terms that will increase Value for Money (VFM) to the authority. It is expected that bidders will identify some key contractual terms that could be altered and these may be of benefit to the Council. If this is the case, a period of structured dialogue is conducted with the bidders and the Council can amend the contract terms if they choose to do so before inviting a second (and final) set of bids.

7.7.3. Because it is expected that there will be benefit in discussing key aspects of the procurement with bidders to improve VFM, the negotiated (with prior notice) procedure is recommended.

7.8. Evaluation, scoring, choice of contract, etc.

7.8.1. Operational matters such as detailed evaluation criteria, scoring, choice of contract, etc. will be determined by Officers who will work with Strategic Procurement to ensure the procurement is compliant.

7.9. Social Value

7.9.1. The DEN programme has identified a number of wider benefits that can be delivered through the projects and has a Benefits Realisation Strategy which oversees the project to ensure the benefits are delivered. Many of the benefits are delivered via the procurement whether that be related to community wealth

building, local jobs/apprenticeships, supporting the Councils environmental and green priorities, or delivery of an efficient and reliable network.

- 7.9.2. Officers will finalise the approach to social value building on work to date on similar procurements which have used the Social Value Portal and the National Themes Outcomes and Measures.

7.10. Timescales

- 7.10.1 The procurement will launch in late-January and is anticipated to conclude in October 2023 to feed into the FBC for the projects.

7.11. Contract Award

- 7.11.1 Once the procurement exercise has been completed a report will be tabled for Cabinet to decide on the award of contracts in the event that Cabinet approves the FBC for the Haringey DEN Programme. Should the FBC show that the Haringey DEN Programme is not viable, then this process of procurement will stop.

- 7.11.2 Note also that it is yet to be decided whether the Council will make use of the contracts (and then transfer assets to the proposed Council-owned energy company) or whether the contracts will be novated to the energy company. The procurement will be designed in a way that allows flexibility on this matter.

8. Contribution to strategic outcomes

- 8.1. The development of the DEN project is reflected in Borough Plan commitments which require the Council to explore DENs.
- 8.2. The Council declared a Climate Emergency in March 2019 and adopted a Climate Change Action Plan (CCAP) in March 2021. The DEN Project is the biggest single contributor to delivering the CCAP goal of being net zero carbon by 2041.
- 8.3. There is policy support for the development of DENs across a number of national, local and regional priorities. For example, the National Planning Policy Framework, the London Plan and the Council's Local Plan require planning authorities to progress DENs where viable. Working in partnership with the GLA and other boroughs also shows that a large trans-borough DEN fed from the NLWA's Energy Recovery Facility is the leading method for decarbonising heating in Haringey.
- 8.4. The Council's Affordable Energy Strategy (2020) highlights that DENs can be a more efficient and affordable form of heat than the alternatives. Alongside this, municipally owned energy companies can often be designed to support those in fuel poverty with direct and indirect financial support.

9. Statutory Officer Comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

9.1. Finance

- 9.1.1. The recommendation of the report is to undertake a procurement process for a range of requirements for the DEN programme. The cost of the procurement, estimated at £450k, will be funded from the commercialisation grant that the Council received from HNIP.
- 9.1.2. The tender returns will be an essential component of the FBC for the DEN's. The Pre-tender estimate of the works is £65m. Once received the costs of the works will be input to the financial model and an assessment made of the impact on the affordability of the DEN programme. The acceptance of the recommendations does not mean that the Council will be committing to any course of action.

9.2. Procurement

- 9.2.1. Strategic Procurement have been consulted in respect of the procurement strategy stated in this report. Strategic Procurement are supportive of the use of Negotiation with Prior Call for Competition as permitted under the Utilities Contract Regulations (UCRs) and the approach to procuring the separate packages for the DEN project,
- 9.2.2. The project undertook an initial pre-market engagement exercise to assess the capability within the market. The findings from the pre-market has informed the Strategy being recommended in section 7 of this report.
- 9.2.3. Splitting into packages will introduce interfaces between the different elements of the work and these will need to be carefully managed as this is an area of risk in relation to warranties between different potential contractors responsible for the separate packages.
- 9.2.4. Strategic Procurement will be supporting the procurement activity throughout the project, alongside experienced consultants to provide assurance in respect of compliance and best value is achieved for the Authority.
- 9.2.5. See also paragraphs 9.2.6 – 9.2.8 in the Exempt report

9.3. Legal

- 9.3.1. The Head of Legal and Governance confirms there are no legal reasons preventing Cabinet from approving the recommendations in the report.
- 9.3.2. In addition, see paragraphs 9.3.3 and 9.3.4 in the exempt report.

9.4. Equality

- 9.4.1 This recommendation to Cabinet to approve the launch of the D&B procurement and progress more detailed work on the FBC allows equalities issues to be considered in more detail in advance of further decisions being made. Any further delegated authority and Cabinet decisions will need to consider equality issues and some may require detailed Equality Impact Assessments.

9.4.2 The Council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

9.4.3 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, Page 10 of 12 religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty. In the discharge of its functions, the Council also considers the impact on those who experience socioeconomic disadvantage with regards to the three duties of the PSED.

9.4.4 The planned locations for DENs in Haringey in the OBCs are Tottenham Hale, and Wood Green. It follows that those most affected by the decision will be the residents of these areas. Haringey Ward Profiles indicate that these areas tend to have younger populations with higher proportions of residents coming from BAME communities.

9.4.5 The overall likely impact of the DEN Project will be to reduce local carbon emissions and air pollution. It is notable that climate change and air quality are likely to have disproportionate impacts on vulnerable groups. There is currently no indication that this decision will have any adverse effects for any individual or group who share protected characteristics.

10. Glossary

Term	Explanation
Decentralised Energy Network	This refers to a network of buried pipes transporting heat from heat sources (in Energy Centres) to heat consumers in buildings.
Design, Build, Operate and Maintain Contract	This type of contract sees a single main contractor responsible for designing the system, constructing it and then running and maintaining that system. Alternative ways of procuring a system would break this down into smaller scopes (see e.g. 'operation and maintenance' and 'design and build'). A design, build, operate and maintain contract helps buying authorities reduce risk as a single entity is responsible if the system does not work due to either how it was designed, how it was built, how it is being run or how it has been maintained.
Design and Build	A design and build contract is a works contract where the contractor is responsible for finalising the design of a scheme and then building it. It helps buying authorities reduce risk as a single entity is responsible if the system does not work due to either how it was designed or how it was built.

Term	Explanation
Energy Centres	Energy centres are the hubs on decentralised energy networks from which heat is distributed to customers. Energy centres will typically have pumps to distribute energy around the network of buried pipes as well as plant for generating and/or storing heat prior to its distribution.
Final Connections	In the context of decentralised energy networks, final connections refers to the point of connection between a new network and an existing network. In many cases, a DEN will connect to an existing building with an existing smaller network within it.
Lots	Lots break down a procurement into separate packages of works/services. Bidders are asked to provide a separate quotation or proposal for each Lot. The overarching procurement will wrap several Lots together so that the entirety of a scheme is delivered in a single procurement. Splitting into Lots can help generate competition and spread risk but is more work for the buying authority to manage and introduces risks at the interfaces between different packages
Networks	In the context of decentralised energy networks, network refers to the system of pipes between energy centres and final connections
Operation and Maintenance	An operation and maintenance contract is a services contract with a provider who will run and repair a system on behalf of the system owner to agreed standards as set out in the contract.
Soft Market Testing	This is a process of structured engagement with potential suppliers to help buyers such as the Council understand the requirements and preferences of the wider market. This helps buyers shape their purchasing strategy to better fit with what the market is willing / able to deliver.
Third Party Investors	This refers to investors in the DEN project other than the Council (i.e. someone putting money into the project with the expectation of generating a return)
Turnkey	A turnkey contract refers to the delivery of a complete system that is delivered ready for use

11. Use of Appendices

Exempt Appendix

12. Local Government (Access to Information) Act 1985

N/A

MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON MONDAY, 28TH NOVEMBER, 2022, 10.00 - 10.05 AM

PRESENT: Councillor Julie Davies, Cabinet Member for Communities and Civic Life.

In attendance: Zahra Maye, Commissioning Manager, and Fiona Rae, Acting Committees Manager.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. VARIATION AND EXTENSION OF THE VOLUNTARY AND COMMUNITY SECTOR (VCS) STRATEGIC PARTNER CONTRACT

The Cabinet Member for Communities and Civic Life considered the report which sought approval to implement Contract Standing Order 10.02.1b, to vary and extend the current contract for the Voluntary and Community Sector (VCS) Strategic Partner Service with the Bridge Renewal Trust.

The Commissioning Officer highlighted that section 2 of the report should refer to the Cabinet Member for Communities and Civic Life, rather than the Cabinet Member for Health, Social Care, and Wellbeing.

The Cabinet Member RESOLVED

1. To approve, in accordance with Contract Standing Order (CSO) 10.02.01(b) and CSO 16.02, the variation and extension of contract with the Bridge Renewal Trust for the Voluntary and Community Sector Strategic Partner for a period of 12 months from 1st January 2023 to 31st December 2023. The value for the extension period of twelve (12) months is £166,800.
2. To note that the aggregated value of the full contract from 1st February 2020 to 31st December 2023 is £653,300.

Reasons for decision

The VCS Strategic Partner contract with the Bridge Renewal Trust ends on 31st December 2022. A contract extension for a period of 12 months will allow sufficient time to review and redesign the service in line with the Haringey Deal and the emerging VCS Strategy, which will be co-produced with the Voluntary and Community

Sector before and carrying out a procurement process for a new service. Service re-design is needed to ensure the service is innovative, responsive, flexible and strategically aligned with our approach to working alongside the voluntary and community sector in Haringey to provide improved outcomes for residents and communities.

The VCS Partner provides the sector with capacity building and fundraising support, networking and partnership development opportunities and runs the Volunteer Centre in Haringey which provides guidance on recruiting and managing volunteers. The service also acts as a medium for communication between the Council and the voluntary sector.

Support for, and development of, partnership working arrangements with the voluntary and community sector in the borough is a key strategic priority for the Council and the Cabinet. Approval of this extension period will support the delivery of these strategic objectives.

The Bridge Renewal Trust's performance has been evaluated as good throughout the contract period. Key Performance Indicators and methods of measurement are integrated within the service specification and are monitored through contract monitoring meetings and reports. Given the above reasons, it is beneficial to extend the contract to allow sufficient time for a smooth transition and mobilisation of a new contract in 2024.

Alternative options considered

Insourcing: Direct delivery of this service was robustly considered but found not to be suitable at this time due to the capacity and resource required to manage the transfer of staff and the specific role this contract plays in brokering and bridging relationships between the voluntary and community sector and the boroughs statutory partners. An extension of 12 months will provide sufficient time for the Council to complete a review and refresh of the service model and reconsider the viability of insourcing.

Do nothing: Consideration was given to ceasing the contract in December 2022, in lieu of the redesign and commissioning process. However, ending the contract would have an adverse impact on delivery of strategic and operational outcomes for residents, as well as on those organisations in the voluntary and community sector who benefit from the support of the VCS Strategic Partner. Furthermore, ending the contract would result in staff redundancies and provide no option for redeployment. This option would therefore have a significant detrimental impact on the voluntary sector and on staff and the residents they support. The option to do nothing was therefore considered and rejected.

Full tender: To commission this service now would require a full tender process, which is lengthy. Conducting this process now would not offer sufficient time to refresh the service model or to identify opportunities for improved financial and strategic value. The provider market would also be unlikely to have sufficient time to deliver an innovative, financially viable proposal within the timescales required. Therefore, this option was disregarded, and an extension of the existing contract is considered the most advantageous option.

CABINET MEMBER: Cllr Davies

Signed by Cabinet Member

Date ...29 November 2022.....

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MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON MONDAY, 28TH NOVEMBER, 2022, 3.55 - 4.00 PM

PRESENT: Councillor Lucia das Neves, Cabinet Member for Health, Social Care, and Wellbeing.

In attendance: Rebecca Cribb, Commissioning Officer, and Fiona Rae, Acting Committees Manager.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. BLOCK CONTRACTS FOR THE PROVISION OF NURSING INTERMEDIATE CARE

The Cabinet Member for Health, Social Care, and Wellbeing considered the report which sought agreement to vary the pricing of two contracts with MagiCare Limited for the provision of Nursing Intermediate Beds at Priscilla Wakefield House.

One was an 8-bed contract funded by the Clinical Commissioning Group (CCG) Better Care Fund (BCF) Minimum Allocation, and the other was a 10-bed contract funded from the Improved Better Care Fund (iBCF). Operationally we utilise the 18 beds flexibly as a joint Health and Social Care initiative to help people recover.

The variation requested was to allow an inflationary increase in the weekly bed rate:
8 bed contract: from £1,032 to a new base rate of £1,105, with an additional temporary uplift for 2022/23 only to £1,200.

10 bed contract: from £1,036 to a new base rate of £1,078, with an additional temporary uplift for 2022/23 only to £1,200.

At a total additional cost of £408,778 over the remaining lifetime of the contracts.

The variation was allowed under CSO10.02.1(b) (variations and extensions valued at £500,000 and above to be taken by Cabinet) and CSO16.02, which provided that in-between meetings of the Cabinet the Leader take any such decision that would normally be taken by Cabinet or may allocate this to the Cabinet Member with the relevant portfolio.

The 10-bed contract was awarded by Cabinet in August 2019 for an initial period of eight years. The 8-beds contract was directly awarded by Cabinet in February 2022 for an initial period of three years.

The Cabinet Member asked about the additional temporary uplift and how this would be addressed in future years. The Commissioning Officer explained that the new base rate was made within available uplifts to the BCF and iBCF. The temporary uplift for 2022/23 would sustain the provider whilst the council and the Integrated Care Board (ICB) reviewed its funding as part of the overall North Central London (NCL) Intermediate Care Bed Review during 2022/23. The provider had been informed that the Council could not commit to additional funding for future years at this stage but that negotiations would start from this base rate.

The Cabinet Member RESOLVED

1. Pursuant to CSO 10.02.1b and CSO 16.02, to approve the variation in price of the existing block contracts awarded to MagiCare Limited for the provision of 18 (10 + 8) nursing intermediate beds at Priscilla Wakefield House, to a new base rate.
2. To temporarily increase, for 2022/23 only, the nursing intermediate bed price from the new base rates, £1078 and £1105 respectively, to £1200 per week for all 18 beds from the 1 April 2022, bringing the remaining contract value over the maximum life of the contracts from £5,916,779 to £6,325,557. The total addition cost of the variation over the remaining lifetime of the contracts is £408,778 (£216,903 for the 10-bed contract and £191,875 for the 8-bed contract).

	Start date	End date	Max. Weekly Cost per bed	Number of beds	Max. Value
Base Rate	1 April 2022	31 July 2029	£1,078	10	£3,923,920
Temporary Uplift		31 March 2023	Additional £122.33 per bed per week		£63,611
Base Rate	1 April 2022	31 March 2027	£1,105	8	£2,298,400
Temporary Uplift		31 March 2023	Additional £95.25 per bed per week		£39,626
				18	£6,325,557

3. To approve the variation of the existing contracts at the costs set out in paragraph 3.2 of the report (resolution 2).

Reasons for decision

There is a paucity of nursing home provision within the borough with only one CQC registered nursing homes. The award of both existing contracts with MagiCare Limited

has enabled us to continue working with a local provider to deliver intermediate care nursing bed service in Haringey.

The existing contracts do not provide for any inflationary increase for the first three years of the contract; therefore all costs were deemed to reflect the price for the relevant Contract Year and the price was held from the contract commence date.

However, an uplift is required sooner to sustain the provider through high levels of inflationary pressures and increasing staff costs experienced by this provider which are similar to those experienced by the rest of the care home sector. The new base rate is made within available uplifts to the BCF and iBCF. The temporary uplift for 2022/23 will sustain the provider whilst the council and the Integrated Care Board (ICB) review its funding as part of the overall North Central London (NCL) Intermediate Care Bed Review during 2022/23.

Increasing the value of the contracts will secure access to local provision for older people and maintain much needed nursing intermediate care capacity within the sub-region. It will also maintain certainty over price, securing sustainable prices for placements for Haringey residents.

Alternative options considered

Do nothing – there is a high likelihood that the provider would service notice on these contracts. This would result in sole reliance on spot purchasing for the provision of these beds. Due to the limited availability of nursing bed provision within the borough this would likely lead to out of borough provision, delays to discharge and the loss of the benefits of rehabilitative input from the Multi-Disciplinary Team (MD)T and Care Home Assessment Team (CHAT).

Go out to tender – As Priscilla Wakefield House is the only nursing home in the borough it would have been necessary to obtain bids from nursing homes outside the borough. Due to the multi-disciplinary support already in place at PWH out of borough provision would result in the loss of the benefits of rehabilitative input from the MDT and CHAT and diminish the effectiveness and value of the service.

Across the North Central London Sustainability and Transformation Plan footprint there is limited provision of nursing care. Currently there are approximately 2500 nursing home beds within the five partner boroughs. It is Haringey’s policy to only place residents in homes which are rated ‘Good’ and ‘Outstanding’ by CQC -28% of beds within the STP footprint are in establishments rated ‘requires improvement’ which further limits the number of available supply.

CABINET MEMBER: Cllr das Neves

Signed by Cabinet Member

Date ...29 November 2022.....

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MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON THURSDAY, 1ST DECEMBER, 2022, 9.30 - 9.50 AM

PRESENT: Councillor Zena Brabazon, Cabinet Member for Children, Schools, and Families.

In attendance: Jackie Difolco, Assistant Director for Early Help, Prevention, and SEND; Claire Barnes, Delivery Manager; Graham Sheret, Project Manager; and Fiona Rae, Acting Committees Manager.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. HARINGEY FAMILY HUBS PROGRAMME

The Cabinet Member for Children, Schools, and Families considered the report which recommended accepting grant of up to £3,768,000 from the Department of Education and Department of Health and Social Care to implement the Family Hubs Programme in Haringey. Accepting grant funding will enable the implementation of the programme as described in the report and the development of four new Family Hubs for children and young people aged 0 – 19 and their families.

The Cabinet Member RESOLVED

1. In accordance with Contract Standing Order 16.02 and Contract Standing Order 17.1, to approve the acceptance of grant funding from the Department of Education, the terms of which are summarised at section 6 of the report.
2. To delegate authority to agree the final grant documentation and implementation plan to the Director of Children's Services, after consultation with the Cabinet Member for Children, Schools, and Families.

Reasons for decision

The council is committed to developing a Locality Model that is needs led, responding to resident demand, providing multi agency services that are accessible locally. The Family Hubs and Start for Life Programme aligns well with this objective and will provide necessary funding to help support, design and establish local family hubs.

Alternative options considered

Local Authorities can decide not to accept any offer of grant from the Department from Education and Department of Health and Social Care. However, in doing so, this would prevent the Council from being able to implement a locality model which is a key objective within our partnership strategies: Haringey Early Help Strategy and Haringey Early Years Strategy. Therefore, this option was not considered viable.

4. PARK VIEW SCHOOL - REPLACEMENT OF SPORTS HALL ROOF AND WALL CLADDING WITH ASSOCIATED WORKS - FURTHER VARIATION OF CONSTRUCTION CONTRACT

The Cabinet Member for Children, Schools, and Families considered the report which noted that, on 13th April 2021, the Cabinet Member approved an award to Cosmur Construction (London) Ltd for Park View School up to £869,431.24. On 10th March 2022, Cabinet Member approved a variation of contract to Cosmur Construction (London) Ltd for Park View School up to £954,137.87.

It was noted that the variation of works, set out in section 4 have been approved by the Client under change control. On this basis this is a retrospective request. This report sought Cabinet Member approval to vary the contract with Cosmur Construction (London) Ltd for Park View School as allowed under Contract Standing Order (CSO) 16.02 and 10.2.1.b and as set out in section 3.

The additional works provided the Council with greater value for money by including the works within the current contract on site, as opposed to returning with a separate contract, which as a result of the current climate – construction inflation and material shortages - would likely result in inflated market rates and cause further disruption to the schools.

The Cabinet Member sought reassurance that there would be a detailed review on the outstanding works and costs. The Delivery Manager noted that there were ongoing, regular communications with all parties.

The Cabinet Member RESOLVED

1. Pursuant to Contract Standing Order 16.02, to approve a further variation of the construction contract to Cosmur Construction (London) Ltd in the sum of £85,668.24 giving a varied contract value of £1,039,806.11.
2. To waiver Contract Standing Order 3.01d and delegate authority to the Director of Children's Services to approve any subsequent variations which may be required in the settlement of the final account up to £50,000.

Reasons for decision

The initial variation of construction supported additional condition works to replace the hall flooring, lighting (bulb replacement only) and redecoration. Works which had been discovered once the works commenced and the contractor was able to fully access

and intrusively inspect the hall flooring and lighting. Scaffolding and working crash deck in place for new mechanical works provided greater access to inspect lighting.

A further variation is requested to support additional gantry works for the air handling unit, temporary ventilation supplies over the exam period, raising the height of the new ventilation sock, fire alarm modifications, additional drainage works and adjustments to the design for damp proof membrane. These works have been approved by the Client under change control and are contained within the programme budget.

The additional works provide the Council with greater value for money by including the works within the current contract on site, as opposed to returning with a separate contract, which as a result of the current climate – construction inflation and material shortages - would likely result in inflated market rates and cause further disruption to the school.

The additional work has led to the contractor requesting further time to accommodate all additional work condition works, some of which may not been fully considered as part of the original variation request.

The final account has not been agreed and will require to be fully evidenced to achieve the allowance requested in this report.

The Children's Capital Programme Budget is sufficient to cover this contract increase.

Alternative options considered

Do nothing – a decision not to support the increase in the value of the construction works contract would leave the school with inadequate facilities to meet curriculum requirements which the community also benefit from.

Returning to the market and delivering under a separate contract was discounted as would not offer best value to the Council due to current climate conditions – construction inflation and material shortages – this would likely result in inflated market rates and cause further disruption to the school.

5. SEVEN SISTERS PRIMARY SCHOOL BUILDING SERVICES AND EXTERNAL ENVELOPE IMPROVEMENT WORKS PHASE 1 & 2 - VARIATION OF CONSTRUCTION CONTRACT

The Cabinet Member for Children, Schools, and Families considered the report which noted that, on 15th June 2021, the Cabinet Member approved an award to Mulalley & Company Ltd for Seven Sisters Primary School Phase 1 in the sum of £1,233,949.00. This contract award was varied on 17th January 2022 to £1,366,875.00 by the Cabinet Member. On 9th November 2021, the Cabinet Member approved an award to Mulalley & Company Ltd for Seven Sisters Primary School Phase 2 in the sum of £1,264,690.60.

This report sought approval to vary both contracts to Mulalley & Company Ltd as allowed under Contract Standing Order (CSO) 10.2.1.b and (CSO) 16.02.

The additional works provided the Council with greater value for money by including the works within the current contract on site, as opposed to returning with a separate contract, which as a result of the current climate – construction inflation and material shortages - would likely result in inflated market rates and cause further disruption to the schools.

The Cabinet Member asked about the timescale for the project. The Project Manager noted that some works to the water supply needed to be undertaken after the school term finished but the completion date was due to be 21 December 2022. The Cabinet Member noted that the additional costs had been generated by additional works including asbestos removal and it was acknowledged that this was necessary. The Cabinet Member commented that issues such as asbestos were not surprising with older buildings and it was suggested that future reports for school works could include this as a likely possibility.

The Cabinet Member RESOLVED

Pursuant to Contract Standing Order 16.02, to vary the following construction contract awards:

- (i) To approve a further variation of the construction contract for Seven Sisters Primary School Phase 1 to Mulalley & Company Ltd in the sum of £263,125.00 giving a varied contract value from £1,366,875.00 to £1,630,000.00.
- (ii) To approve a variation of the construction contract for Seven Sisters Primary School Phase 2 to Mulalley & Company Ltd in the sum of £58,288.00, giving a varied contract value from £1,264,690.40 to £1,322,978.00.
- (iii) To delegate authority to the Director of Children's Services to approve any subsequent variations which may be required in the settlement of the final account up to £50,000 for each Phase of the project.

Reasons for decision

During construction of Phase 1, additional condition works were identified which included remedial works to address additional pipework, asbestos removal and additional works to aluminium window reveals.

The additional work has led to the contractor requesting further time to accommodate the additional works, some of which may not been fully considered as part of the original variation request for Phase 1.

Phase 2 works experienced additional works to windows roofs and asbestos. As with Phase 1 this has resulted in the contractor requesting further time to accommodate the additional works.

Whilst elements of cost are yet to be fully evidenced and agreed, these variations of contracts are expected to be sufficient to settle the final accounts.

Alternative options considered

Do nothing – a decision not to support the increase in the value of the construction works contract will result in delays in completing urgent condition works and leave the Council unable to fulfil its contractual obligations with regarding to payments to the contractor. Design changes have been agreed via strict change control processes and can be supported by the project budgets. ‘permanent’ heating system.

Returning to the market and delivering under a separate contract was discounted as would not offer best value to the Council due to current climate conditions – construction inflation and material shortages – this would likely result in inflated market rates and cause further disruption to the school. This would also cause further delays as it is unlikely that a new contractor could be procured and commence works before the existing contractor had completed the additional work.

CABINET MEMBER: Cllr Brabazon

Signed by Cabinet Member

Date ...2 December 2022.....

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MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON THURSDAY, 1ST DECEMBER, 2022, 4.00 - 4.15 PM

PRESENT: Councillor Dana Carlin, Cabinet Member for Housing Services, Private Renters, and Planning.

In attendance: Claude Pascal, Asbestos, Construction, and Fire Risk Manager, and Fiona Rae, Acting Committees Manager.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. NEW ASBESTOS SURVEYING CONTRACT

The Cabinet Member for Cabinet Member for Housing Services, Private Renters, and Planning considered the report which requested approval for the award of a contract for Asbestos Services including surveying, bulk sampling, and air monitoring. The contract award would be for the maximum sum of £709,295.00.

The contract sum was made up from the contractor's tendered rates, which had been priced against a schedule of addresses and different survey types required in each property, with estimated frequencies, including annual inspection etc. Each contractor submitted their own rates, but all were set against the fixed schedule of addresses and surveys provided by Haringey as mentioned above.

The report also requested approval for the issue of a letter of intent to the preferred contractor. This would be for an amount up to, but not exceeding, £70,929.50. This represented 10% of the contract sum. This would enable mobilisation of the contract, whilst the contract documentation was finalised.

It was highlighted that the contract would be for 4 years with an option to extend for a further 2 years and it was suggested that this information should be included in the recommendations for reference; this was agreed by the Cabinet Member.

In relation to service charges, it was noted that costs to individual leaseholders would be below the threshold of £100 in any service charge year. It was explained that surveying would generally take place annually and any high risk areas would have asbestos removal which would remove the need to investigate further. It was added that, where possible, asbestos works were included within major works to minimise disruption and costs.

In response to a question about the properties affected, the Asbestos, Construction, and Fire Risk Manager noted that asbestos would generally be found in properties built between 1960-1999.

The Cabinet Member RESOLVED

1. In accordance with Contract Standing Order (CSO) 9.07.1(d), to approve the award of a contract to the contractor ranked No.1 in exempt appendix A for 4 years with an option to extend for a further 2 years. Works included within this project include the following: asbestos surveying, bulk sampling and air monitoring.
2. To approve the issue of a letter of intent for an amount of up to, but not exceeding, £70,929.50 which represents 10% of the contract sum.
3. That the approval of future contract extensions as permitted under the contract, the Councils Standing Orders, and in accordance with regulation 72 of the Public Contract Regulations (2015) is delegated to the Director of Placemaking and Housing.

Reasons for decision

Cabinet Member approval for the award of this contract, which is deemed to represent value for money. This is following a tender process undertaken in conjunction with Haringey Council's Procurement team via the Dynamic Purchasing Systems (DPS).

The tender process was carried out in accordance with the procurement DPS requirements that incorporate price and quality. The successful compliant bidder scored the highest in relation to these criteria in the associated lot.

The split between price and quality was agreed with procurement prior to tendering to ensure we get the most economically advantageous outcome and ensure the best value for money. The quality side of the tender assessed the contractors' ability in a number of areas, not least their approach to the Health and Safety of residents and staff.

Alternative options considered

An alternative option would be for Haringey to use third party industry frameworks. Haringey sought support and advice from Strategic Procurement and determined Haringey Council's Dynamic Purchasing System (DPS) asbestos category as being the optimum route to the market. This was due to the speed of access to quality-checked contractors and focus on companies that concentrate their resources in the local area.

Following the expiry of the previous long-term contract 2021, with all available extensions having been used, we procured an interim contractor for a maximum value of £150,000, under Director's delegated authority. This was to allow sufficient time to procure a longer-term solution. The value of the interim contractor's contract is

anticipated to be reached in November 2022 and therefore there is no option to continue with this current contractor.

A do-nothing option would mean the Council is not able to deliver necessary services in accordance with the Health and Safety regulations.

4. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as item 5 contained exempt information, as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

5. EXEMPT - NEW ASBESTOS SURVEYING CONTRACT

The Cabinet Member considered the exempt information.

CABINET MEMBER: Cllr Dana Carlin

Signed by Cabinet Member

Date ...2 December 2022.....

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MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON WEDNESDAY, 7TH DECEMBER, 2022, 2.00 - 2.15 PM

PRESENT: Councillor Ruth Gordon, Cabinet Member for Council Housebuilding, Placemaking, and Development.

In attendance: Robbie Erbmann, Assistant Director of Housing, and Fiona Rae, Acting Committees Manager.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. PARTRIDGE WAY GARAGES, N22 - AWARD OF CONSTRUCTION CONTRACT

The Cabinet Member for Council Housebuilding, Placemaking, and Development considered the report which sought approval to appoint the recommended contractor to complete a new build development of 23 new Council homes comprising 14 x one-bed two-person flats, 7 x two-bed four-person flats, 1 x two-bed three-person wheelchair flat, 1 x two-bed four-person wheelchair flat on Council land at Partridge Way edged red on the Development Plan attached at Appendix 1 being the 'Partridge Way development site'. All 23 new council homes would be let at London Affordable Rents, pending Cabinet approval of the Provisional MTFS Budget on the 6th December 2022.

The report also sought approval of the appropriation of the land edged red on the Development Plan at Appendix 1 from housing for planning purposes to facilitate the development process which would also allow the Council to utilise its powers to override any third party interests and rights (subject to engagement with any potential claimants) and then to appropriate the land back to housing following practical completion of the development.

It was highlighted that all references to the Cabinet Member in the report should state the Cabinet Member for Council Housebuilding, Placemaking, and Development and that all references to the Director should state the Director of Placemaking and Housing.

It was noted that the Cabinet had approved the Provisional MTFS Budget on 6 December 2022.

The Cabinet Member RESOLVED

1. To approve the appointment of Contractor A, identified in the exempt part of the report, to undertake the new build works to provide a total of 23 new Council homes let at London Affordable Rents (pending Cabinet approval of the Provisional MTFS Budget on 6 December 2022) at Partridge Way for a total contract sum set out in the exempt part of the report; and to approve the client contingency sum set out in the exempt part of the report.
2. To approve the appropriation of the Partridge Way development site edged red on the plan titled 'Development Plan', attached at Appendix 1, from housing purposes to planning purposes under section 122 of the Local Government Act 1972 as it is no longer required for the purpose which it is currently held, and for the purpose of carrying out the development as set out in part 6 of this report.
3. To approve the use of the Council's powers under Section 203 of the Housing and Planning Act 2016 to override easements and other third party rights and interests infringed upon by the Partridge Way development, under planning permission Ref: HGY/2021/2075.
4. To delegate to the Director of Placemaking and Housing, after consultation with the Director of Finance and the Cabinet Member for Council Housebuilding, Placemaking, and Development, authority to make payments of compensation as a result of genuine claims of third party rights affected by the Partridge Way development and payable as a result of the recommendation 3, within the existing scheme of delegation.
5. To approve the appropriation of Partridge Way development site edged red in the plan titled 'Development Plan', attached at Appendix 1, from planning purposes back to housing purposes under Section 19 of the Housing Act 1985, after practical completion of the development.
6. To approve the total scheme cost set out in the exempt part of the report.
7. To approve the issuance of a letter of intent for up to 10% of the contract value as set out in the exempt part of the report.
8. To consider the engagement and consultation carried out on this proposed scheme set out at clauses 6.6 to 6.9 of this report.

Reasons for decision

The site known as Partridge Way was approved by Cabinet in July 2019 to be included in the Council's Housing Delivery programme. The scheme has subsequently been granted planning consent and is ready to progress to construction. This report therefore marks the third, and final, Members' decision to develop on this site.

Contractor A has been identified by a formal tender process to undertake these works.

There are no reasons for the Council to believe that any third-party rights would be infringed by the development: the scheme has received planning permission, and no concerns about the loss of rights were raised during extensive local engagement and consultation with residents. However, appropriation of the Partridge Way development site for planning purposes is recommended as a precaution. It will allow the Council to use the powers contained in Section 203 to override easements and other rights of neighbouring properties and will prevent injunctions that could delay or prevent the Council's proposed development. Section 203 converts the right to seek an injunction into a right to compensation. The site will need to be appropriated back from planning purposes to housing purposes on completion of the development to enable the Council to use the land for housing and let 23 new Council homes.

The site proposal will provide 23 much needed Council homes on Council land. Additional works will include enhancing both the existing estate open space and landscaping along Bounds Green Road on adjoining land lying north east of the Partridge Way development and shown within the site edged red on the 'Site layout' plan at Appendix 1. The proposals alleviate potential anti-social behaviour attracted to the site by an open, unsecured car park, improving a prominent estate boundary on Bounds Green Road.

Alternative options considered

It would be possible not to develop this site for housing purposes. However, this option was rejected as it does not support the Council's commitment to deliver a new generation of Council homes, and would leave an underused car park site continuing to be vulnerable to anti-social behaviour and ongoing management issues.

This opportunity was procured via a competitive tender through the Westworks Procurement Ltd Development and Construction Dynamic Purchasing System, using JCT Design & Build Contract 2016 with amendments, the route recommended by Strategic Procurement for a contract of this value. Alternative options would have been either a competitive tender through the London Construction Programme (LCP) Major Works 2019 Framework Agreement or a direct appointment to one of the LCP framework providers. These options were both rejected: the first because an Expression of Interest exercise through the LCP was unsuccessful, and the second because of the quality and price safeguarding a competitive tender provides.

The Council could continue with the scheme without appropriating the site for planning purposes, but this would risk the proposed development being delayed or stopped by potential third-party claims. By utilising the powers under Section 203 of the Housing and Planning Act 2016 (HPA 2016), those who benefit from third party rights will not be able to seek an injunction since those rights or easements that are overridden are converted into a claim for compensation only. The Council recognises the potential rights of third parties and will pay compensation where a legal basis for such payments is established. The housing delivery team actively engaged with local residents about the development of this site as the scheme proceeded through the feasibility and design stages and any comments or objections raised were taken into consideration by Planning Committee in reaching its decision.

The Council could decide not to appropriate the land for housing purposes upon practical completion of the building works. This option was rejected because it could prevent the Council from being able to offer up these homes for occupation, thereby not supporting the delivery of much needed affordable homes.

4. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as item 5 contained exempt information, as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

5. EXEMPT - PARTRIDGE WAY GARAGES, N22 - AWARD OF CONSTRUCTION CONTRACT

The Cabinet Member considered the exempt information.

CABINET MEMBER: Cllr Ruth Gordon

Signed by Cabinet Member

Date ...7 December 2022.....

MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON THURSDAY, 15TH DECEMBER, 2022, 4.15 - 4.30 PM

PRESENT: Councillor Lucia das Neves, Cabinet Member for Health, Social Care, and Wellbeing.

In attendance: Aphrodite Asimakopoulou, Commissioning Manager, and Fiona Rae, Acting Committees Manager.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. CONTRACT AWARD FOR THE PROVISION OF THE JOINT INDEPENDENT MENTAL HEALTH ADVOCACY (IMHA), MENTAL CAPACITY ADVOCACY (IMCA)/ CARE ACT AND INDEPENDENT HEALTH COMPLAINTS ADVOCACY (IHCA) SPECIALIST SERVICES FOR THE LONDON BOROUGH OF HARINGEY

The Cabinet Member for Health, Social Care, and Wellbeing considered the report which sought seeks approval to the implementation of Contract Standing Order 16.02 for award of contract.

The contract to be awarded was for a single provider to lead the delivery of joint statutory advocacy services for the London Boroughs of Barnet, Enfield and Haringey namely, Independent Mental Health Advocacy (IMHA), Independent Mental Capacity Advocacy (IMCA), Care Act (CA) and Independent Health Complaints Advocacy Services (IHCAS).

The proposed contract shall run for a period of three (3) years with the option to extend for further period of one year plus one year.

The Cabinet Member asked about the availability of services for each borough. The Commissioning Manager explained that the contracted amount of 15,000 hours per year had been determined based on usage over last 4 years and that the available hours were shared across Barnet, Enfield, and Haringey. It was added that it would also be possible to spot purchase services if required and this would be at the same price per hour as the contract (£32 per hour). It was confirmed that the provider's staff were paid the London Living Wage.

It was noted that an expert by experience had been involved in the tender process and that there were plans to involve service users or experts by experience in the

contract monitoring. The Commissioning Manager explained that all three boroughs would be involved in contract monitoring and she would champion the involvement of service users from Haringey.

The Cabinet Member RESOLVED

1. To approve the implementation of Contract Standing Order 16.02 and award a contract to a single provider, namely PohWER*, to lead the delivery of joint statutory advocacy services including Independent Mental Health Advocacy (IMHA), Independent Mental Capacity Advocacy (IMCA), Care Act (CA) and Independent Health Complaints Advocacy Services (IHCAS) for a period of 3 (three) years from the 1st of April 2023 to the 31st of March 2026 at cost of £480,000 per annum for the three London Boroughs with provision for extension for a further period of one year plus one year.
2. The contract value over the life of the contract including extensions will be £2,400,000 for all three London Boroughs.
3. The cost to the Council will be up to £139,200 per year and up to £696,000 over the life of the contract (initial 3 years cost of up to £417,600 plus one year plus one extensions).

** Barnet Council was the Lead Authority for this tender. Procurement Regulations required that all bidders knew the outcome of the process at the same time so it was not possible to publish the name of the winning bidder in the open report. As the required processes had been undertaken by the time of the circulation of the Cabinet Member Signing minutes, the successful provider could be named in the public section of the minutes.*

Reasons for decision

The current jointly commissioned statutory advocacy contracts with the London Boroughs of Barnet, Enfield and Haringey for IMHA, IMCA and CAA expire on the 31st of March 2023.

After a tri-borough benchmarking exercise led by Barnet, it was decided to procure IMHA, IMCA, CAA and IHCAS services via a single provider approach with one provider leading and potential subcontracts in place if deemed beneficial. These services will be commissioned for 5 years with a break clause in the contracts at the end of year 3 and year 4.

The single provider approach has been considered carefully and deemed the most suitable option as combining the services together enables service users to be supported by the same advocate/service for IMHA, IMCA, CAA and IHCAS advocacy services should they need the input of these services. This reduces the need for a person to repeat their story to different advocates and allows for a more efficient service. This model also facilitates an integrated referral system, improved and easier performance monitoring, scope for economies of scale as well as closer working partnerships with key neighbouring boroughs.

On that basis, a fully compliant tender process has been carried out and the recommendation in section 3 is made following the completion of evaluations by a joint team of Council officers across adults social care from the London Boroughs of Barnet, Enfield and Haringey. This recommendation provides best value for the Council.

Alternative options considered

Haringey to commission advocacy services independently:

This option was considered but it was deemed more beneficial to jointly commission the services with neighbouring boroughs in order to benefit from economies of scale associated with collaborative procurements.

Do nothing

This is not an option as these are statutory services.

4. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as item 5 contained exempt information, as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

5. EXEMPT - CONTRACT AWARD FOR THE PROVISION OF THE JOINT INDEPENDENT MENTAL HEALTH ADVOCACY (IMHA), MENTAL CAPACITY ADVOCACY (IMCA)/ CARE ACT AND INDEPENDENT HEALTH COMPLAINTS ADVOCACY (IHCA) SPECIALIST SERVICES FOR THE LONDON BOROUGH OF HARINGEY

The Cabinet Member considered the exempt information.

CABINET MEMBER: Cllr das Neves

Signed by Cabinet Member

Date ...23 December 2022.....

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MINUTES OF MEETING Cabinet Member Signing HELD ON Thursday, 15th December, 2022, 10am to 10.10am.

Councillor Julie Davies – Cabinet Member for Communities and Civic Life

ALSO ATTENDING: Ayshe Simsek, Claire Barnes, Michael Adeyinka

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. BRANCH LIBRARY TRANSFORMATION PROGRAMME - HIGHGATE LIBRARY - AWARD OF CONSTRUCTION CONTRACT

The Cabinet Member for Communities and Civic Life considered a report seeking approval for an award of contract as part of the branch library transformation programme for Highgate Library, pursuant to contract standing order 16.02.

Further to considering the exempt information,

RESOLVED

1. That pursuant to Contract Standing Order (CSO) 16.02, to approve an award to Contractor G, as set out in the exempt Part B of the report, for the proposed value, as set out in the exempt Part B of the report.
2. To approve a client construction contingency, as set out in the exempt Part B of the report, which will be strictly managed under change control governance arrangements.
3. To approve the issuance of a letter of intent for up to 10% of the contract value.
4. To waive Contract Standing Order (CSO) 3.01d and delegate authority to the Director of Culture, Strategy, and Engagement to approve any subsequent variation within the project and programme budget up to and not exceeding the Directors' financial threshold level of £500,000.

Reasons for decision

There is a significant amount of enhancement, accessibility, condition, and compliance works needed to ensure the health and safety of staff as well as the public on completion of the works but to also ensure that the library is accessible to all users.

To resolve these items to minimise costs to the council and disruption to library services, the most cost-effective solution is to instruct the contractor to carry out the enhancement as well as condition and compliance works whilst on site. This decision will minimise the closure period thereby reducing disruption to the library service and customers.

A Cabinet Member signing is being requested to enable the mobilisation of the contractor prior to main work starting at the library early 2023.

Alternative Options Considered

Do nothing – a decision not to support this award of construction contract will result in the Council’s failure to suitably maintain its library estate by undertaking essential condition improvements. This would increase the likelihood of reactive works which will create greater disruption and cost to the Council and potentially result in the loss of education days. All of which would undoubtedly impact the ability to provide spaces for the community.

Delaying a decision further would add additional time to the programme and cost to the council. Not being able to award a contract and place orders at the earliest opportunity would increase the risk of not achieving the required volume of work, but also potentially incur additional costs as the contractor hold price period is early.

4. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

To exclude the press and public from the meeting as the remainder items contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

5. EXEMPT - BRANCH LIBRARY TRANSFORMATION PROGRAMME - HIGHGATE LIBRARY - AWARD OF CONSTRUCTION CONTRACT

As set out in the exempt minutes.

CHAIR:

Signed by Chair

Date

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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